2nd "HIGHLAND" BRIGADE
The South Carolina State Guard

The SCSG BASIC TRAINING MANUAL

Version 5.12H

From the Brigade Commander:

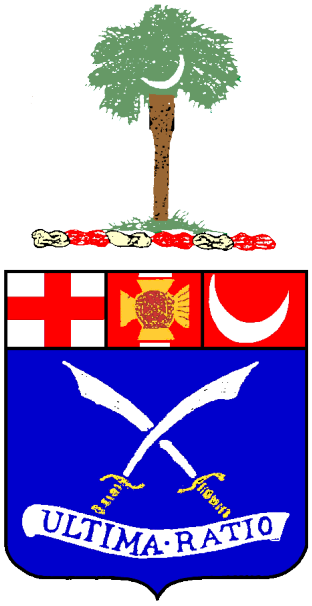
The purpose of this manual is to prepare all personnel assigned to the Second Brigade, officers, noncommissioned officers, enlisted men and women to perform their duties in an outstanding manner.

This manual has been designed to provide you, a future SCSG leader, with professional facts and information covering administration, logistical, medical, customs of the service, leadership, drill, wear of the uniform and insignia, and other subjects which you will use continuously in your day-to-day duties and responsibilities as a member of this unit. This information is by no means the total knowledge you must master if you are to become a successful soldier and valuable asset of the Second Brigade. This is only the first step in your military education and the foundation of your future training.

As your commander, I expect each of you to have a working knowledge of the information in this manual. You will be tested and qualified on this information. Your commander will see that you build your personal skills with ongoing unit training. Every Guardsman in the Second Brigade will be trained to 100% understanding of the information in this manual. This manual will become our training bible.

There are almost 400 items to learn. READ the material, master it, ask questions of your leaders about things you don't understand. That is why they are your leaders. For soldiers of my command who prepare themselves with this training and study of this material, the path ahead is one of success, leadership, satisfaction of knowing your job, and future potential to become leaders and commanders in the 2nd Brigade. Mastering this information will mark you as a well-trained Guardsman and lay a solid foundation for training to come. Prepare now for those opportunities.

David H. Krumwiede
COL (P) SCSG
Commander, 2nd BDE



SOUTH CAROLINA STATE GUARD HISTORY

In being since 1670, the SC State Guard has its foundation in the First Provincial Militia formed at the founding of Charles Towne (Charleston) on Albemarle Point in 1670.

The SC State Guard is charged with preserving and maintaining the honor and traditions of the First South Carolina Regiment which was organized by volunteers from the militia in 1775. Many members of this unit fought at the Revolutionary War battles of Kings Mountain (1780) and Cowpens in 1781. Both victories were considered to be major turning points in America's fight for independence.

Individual members of the militia volunteered for service again during the French threat of 1797, The War of 1812 and the Seminole (1830) and Mexican Wars (1846).

With the advent of the Civil War (1861-65), new units were formed from existing militia leaving what remained of the structure with the duty of executing the draft, including medical examinations and maintaining the peace. In 1862, South Carolina formed six regiments of troops for internal security.

After 1865, all militia systems in the US were disbanded but reactivated again in 1916 for WWI and prior to WWII. Authorization for a new state Defense Force was passed by Congress in 1954 and laws enacted in 1980 and 1981 resulted in the establishment and maintenance of The South Carolina State Guard of today

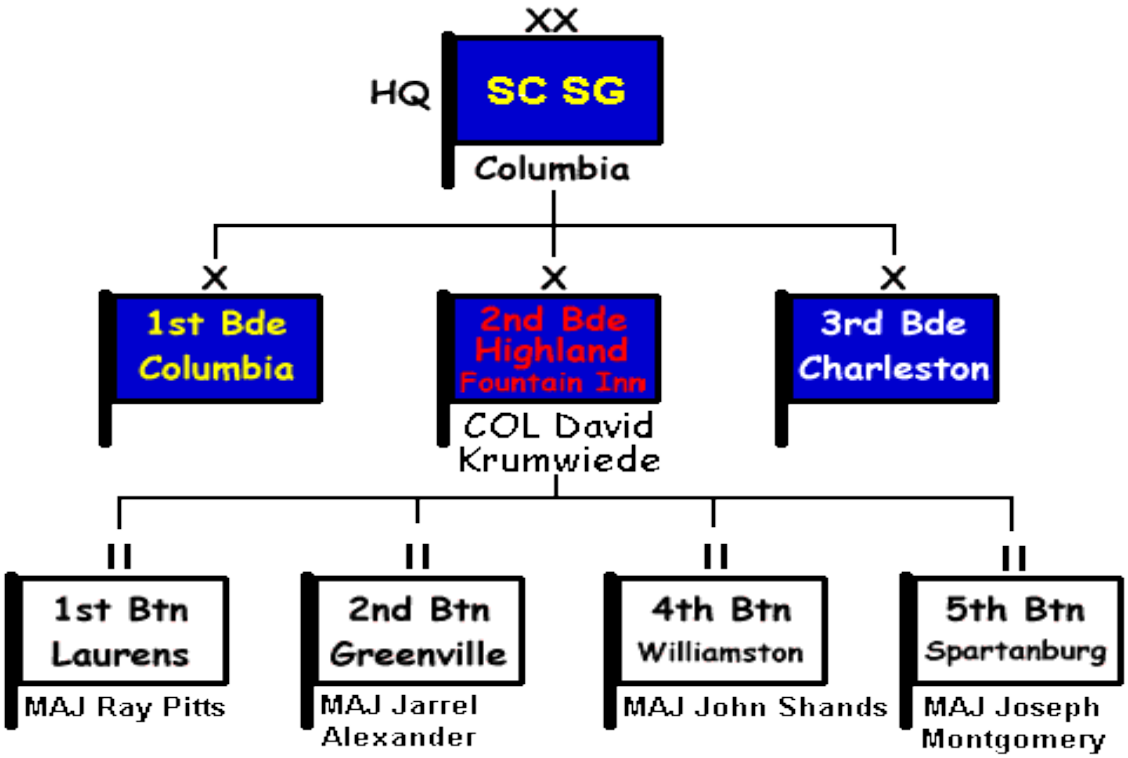
ORGANIZATION OF

2ND (HIGHLAND) BRIGADE

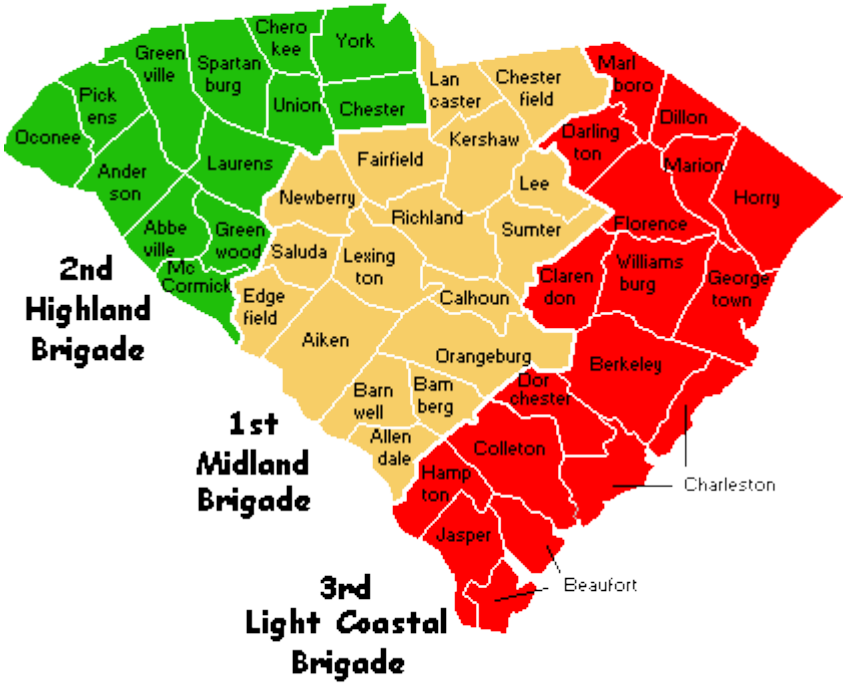
South Carolina State Guard

The Second Brigade is one of three brigades of the South Carolina State Guard, authorized by the Laws of the State of South Carolina. The SCSG is an Auxiliary of the SC National Guard, commanded by the Adjutant General of SC, who reports to the Governor. The Commander of SCSG, a Major General, reports to the Adjutant General.

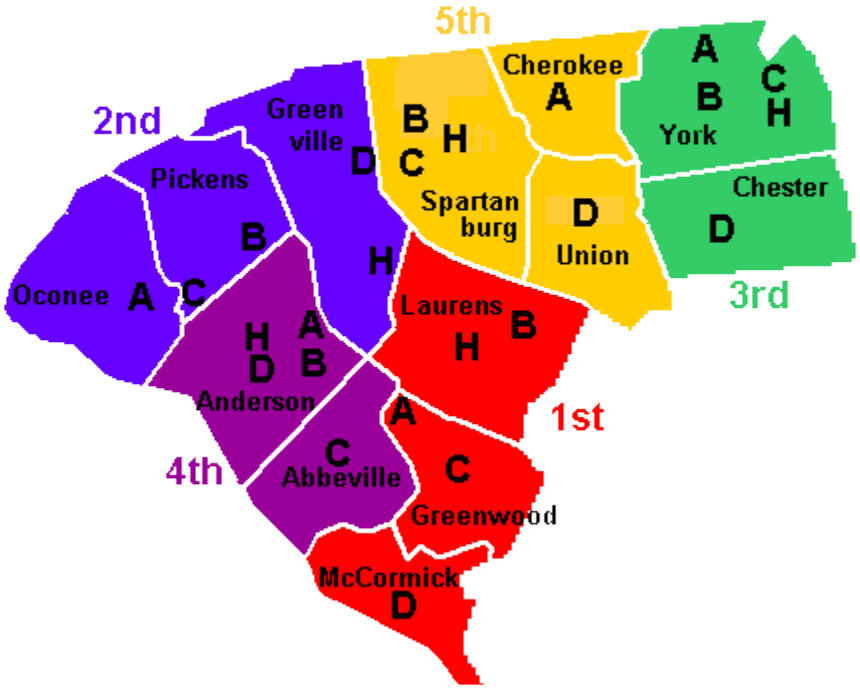
The Mission of the SCSG and of the 2nd Brigade will be explained to you by your unit leaders.



South Carolina State Guard Brigades



2nd Brigade Battalions



State Guard Association of the U.S.

STATE GUARDS

Congress passed authorization for State Defense Forces in 1954, and since then several states have established State Guards or State Defense Forces or State Military Reserves. These are usually also provided for in each state's statutes. In SC this is Title 25, Chapter 3: Military, Civil Defense and Veterans Affairs: SOUTH CAROLINA STATE GUARD.

In each state with recognized State Guards, the State Guard belongs to the office of the Governor; sometimes they are separate forces available to the governor, and sometimes auxiliaries or reserves of the state's National Guard and are directed by the state's Adjutant General. Some states (Colorado, Oklahoma, and Pennsylvania) have State Guards or State Military reserves not recognized in statutes; others (i.e., Florida) are recognized in statutes but not yet officially by the present state government.

State Guards sometimes duplicate the role of the National Guard, sometimes have completely separate and distinct roles, or serve their state somewhere in between. Many serve in Civil Defense or Emergency Management roles.

More information about the America's State Guards is available at http://www.sgaus.org/ Information about other states' units is athttp://www.sgaus.org/states.htm

Some representative examples of other state guards are figured below. These are the Alaska State Defense Force, Alabama Stahe Defense Force, California State Military Reserve, Colorado State Defense Force, Florida Guard, Georgia State Defense Force, Indiana Guard Reserve, Maryland Defense Force, Mississippi State Guard, New York State Guard, Ohio Military Reserve, Oklahoma Reserve Force, Oregon State Guard, Pennsylvania Military Reserve, Tennessee State Guard, Texas State Guard, and Virginia Defense Force.

Click on a State Defense Force shoulder patch below to be taken to their web site.

AK

AL

CA

CO

CT

GA (Old)

GA

IN

KS (old)

MA

MD

MS

NC

NJ

NM

NY

OH

OR

PA

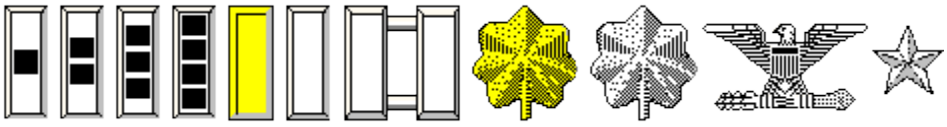
TN

TX

VA

VT

WA



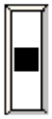
OFFICER RANKS

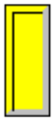
Identify all offer ranks Warrant through General by correct insignia and color. (GTA 21-2-26)

Origin of Officer rank names:

- ***Warrant Officer:*** **An officer appointed by the Commander by warrant instead of commission; a highly specialized expert and trainer. Chief Warrant Officers are commissioned but remain specialists. Insignia Silver with Black marks.**
- ***Lieutenant:*** **An officer representing and exercising powers on behalf of his lord or sovereign. Insignia Gold or Silver.**
- ***Captain:*** **An officer entrusted with a command or fort under a sovereign or general. Silver.**
- ***Major:*** **A senior or very experienced officer. Gold.**
- ***Colonel:*** **An officer commanding a 'column' of soldiers. Silver.**
- ***General:*** **Familiar with all general facets of the army, no longer a specialist in one area, a "general officer." Silver.**

Officer Ranks and Insignia:

RANK	INSIGNIA	TITLE	ABBREV
W-1		Warrant Officer 1	CW1
W-2		Chief Warrant 2	CW2
W-3		Chief Warrant 3	CW3

W-4		**Chief Warrant 4**	**CW4**
W-4		**Chief Warrant 4**	**CW4**
O-1		**2nd Lieutenant**	**2LT**
O-2		**1st Lieutenant**	**1LT**
O-3		**Captain**	**CPT**
O-4		**Major**	**MAJ**
O-5		**Lt. Colonel**	**LTC**
O-6		**Colonel**	**COL**
O-7		**Brigadier General**	**BG**

O-8		**Major General**	**MG**

ENLISTED RANKS

You should learn to recognize the enlisted ranks, Private through Sgt. Major, and be prepared to name the ranks upon seeing the insignia. (GTA 21-2-26).

Origin of enlisted rank names:

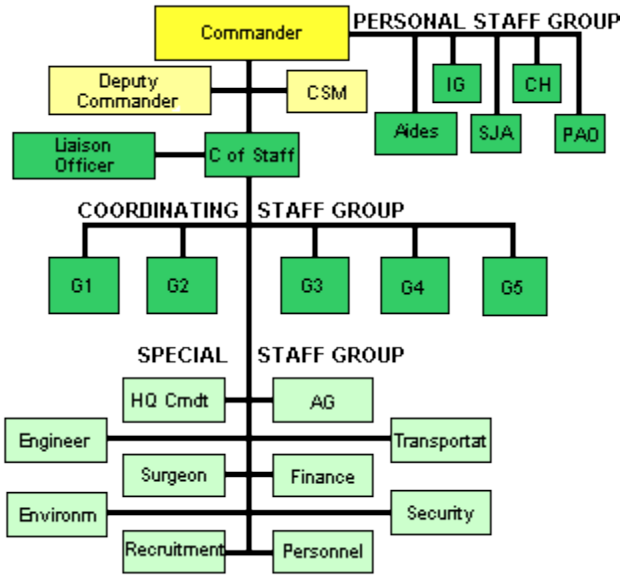
- ***Private:*** **having attained no title of rank, a 'private soldier'.**
- ***Corporal:*** **influenced by 'corps,' the head or chief.**
- ***Sergeant:*** **servant; attendant upon a knight in the field.**

Enlisted Ranks and Insignia:

RANK	INSIGNIA	TITLE	ABBREV
E-1	No Insignia	Recruit	PVT
E-2		Private	PVT

E-3		PVT 1st Class	PFC
E-4		Corporal	CPL
E-5		Sergeant	SGT
E-6		Staff Sergeant	SSG
E-7		SGT First Class	SFC
E-8		First Sergeant	1SG

E-8		Master Sergeant	MSG
E-9		SergeantMajor	SGM
E-9		Command Sergeant Major	CSM
E-9		Sergeant Major of the State Guard	SMSG



The Staff

The Staff's Roles

The commander and his staff focus on recognizing and anticipating unit activities in order to decide how to act. All staff organizations and procedures exist to make the organization, analysis, and presentation of vast amounts of information manageable for the commander. The commander relies on his staff to get from information to understanding or situational awareness. Once a decision is made, the commander depends on his staff to communicate the decision to subordinates in a manner that quickly focuses the necessary capabilities within the command to achieve the commander's vision or will at the right place and time.

The primary product the staff produces for the commander, and for subordinate commanders, is understanding, or situational awareness. True understanding should be the basis for information provided to commanders to make decisions. Formal staff processes provide two types of information associated with understanding and decision making. All other staff activities are secondary. The first is situational awareness information, which creates an understanding of the situation as the basis for making a decision. Simply, it is understanding oneself, the mission, enemy and friendly forces, the terrain or environment, and support resources.

The second type of information, execution information, communicates a clearly understood vision of the operation and desired outcome after a decision is made. Examples of execution information are conclusions, recommendations, guidance, intent, concept statements, and orders.

While a particular commander may focus and reorganize the staff as necessary to conform to his personal decision-making techniques or to the unique demands of a specific mission, his requirements of the staff remain the same. All staff organizations and procedures are intended to develop

understanding of the commander's problem--how to use the capabilities available to decisively impose his will. The scope and complexity of military operations are too great for any one staff officer or section to meet the commander's information needs in isolation. The staff officer who performs his mechanical staff functions, no matter how flawlessly, without understanding how commanders make decisions, is useless to his commander.

Every commander must make decisions concerning the allocation, commitment, and engagement of troops and resources. In turn, the commander must give his staff the authority to make routine decisions, within the constraints of the commander's intent, while conducting operations. The C 2 system (personnel, equipment, communications, facilities and procedures) is the tool by which the commander quickly distributes his decisions to his subordinate commanders.

The commander rigorously trains his staff, shaping them into a cohesive group that can work together to understand what information he deems important. Staff officers must be able to anticipate the outcome of current operations to develop concepts for follow-on missions.

They must also understand and be able to apply commonly understood doctrine in executing their missions.

STAFF POSITIONS

(FM 101-5, Staff Organization and Operations) Battalion and Brigade Commanders are authorized "S" Staffs. Division and higher Commanders are authorized "G" Staffs.

A SCSG Brigade staff is organized in the following manner:

- *Commanding Officer - CO* - Commands the unit and is responsible for all functions of the unit.
- *Executive Officer, Deputy Commander - XO, Chief of Staff* - Is second in command of the unit. Gives direction to the staff, acting very much like a "chief of staff". The XO is usually a Major and the second-ranking officer in the Battalion. He would assume command of the unit if the commander was unable to exercise command.
- *Personal Staff Group* - Personal staff members work under the commander's immediate control. They also may serve as special staff officers as they coordinate actions and issues with other staff members. When performing their duties as special staff officers, these personal staff officers may work through the XO/Chief of Staff (CofS) and under a specific coordinating staff officer for coordination and control purposes. Members of the personal staff include personnel serving as personal assistants (aides-de-camp), personnel the commander desires to supervise directly, and personnel who by law or regulation have a special relationship to the commander, like the Chaplain. Typical personal staff members include the command sergeant major (CSM), chaplain, inspector general (IG), public affairs officer (PAO), surgeon, and staff judge advocate (SJA). Members may perform some duties as personal staff officers and some as special staff officers or members of a coordinating staff section. For example, the SJA is also responsible for his staff section's operations.

- *Coordinating Staff Group* - Coordinating staff officers are the commander's principal staff assistants and are directly accountable to the Chief of Staff. Coordinating staff officers are responsible for one or a combination of broad fields of interest. (See Chapter 4 for specific responsibilities and duties.) They help the commander coordinate and supervise the execution of plans, operations, and activities. Collectively, through the CofS, they are accountable for the commander's entire field of responsibilities. The Coordinating Staff include:
    - *Assistant Chief of Staff, Adjutant, G1, Personnel* -- The G1 is the principal staff officer for all matters concerning human resources (military and civilian), which include personnel readiness, personnel services, and headquarters management.
    - *Assistant Chief of Staff, G2, Intelligence* -- The G2 is the principal staff officer for all matters concerning military intelligence (MI), counterintelligence, security operations, and military intelligence training, and works closely with the G3 in the planning of operations.
    - *Assistant Chief of Staff, G3, Operations* -- The G3 is the principal staff officer for all matters concerning training, operations and plans, and force development and modernization. He usually works very closely with the Commander, and recommends actions to him.
    - *Assistant Chief of Staff, G4, Logistics* -- The G4 is the principal staff officer for coordinating the logistics integration of supply, maintenance, transportation, and services for the command. The G4 is the link between the support unit and his commander plus the rest of the staff. The G4 assists the support unit commander in maintaining logistics visibility with the commander and the rest of the staff. The G4 must also maintain close and continuous coordination with the G3.
    - *Assistant Chief of Staff, G5, Civil-Military Operations* -- Usually a Captain if the commander desires to fill the position and his unit's mission requires it. The G5 is the principal staff officer for all matters concerning civil-military operations (the civilian impact on military operations and the impact of military operations on the civilian populace). The G5 has responsibility to enhance the relationship between military forces and civilian authorities and personnel in the area of operations to ensure the success of the mission.
- *Special Staff Group* -- Special staff officers help the commander and other members of the staff in their professional or technical functional areas. The specific number of special staff officers and their duties vary at each level of command. Special staff sections are organized according to functional areas, i.e. Recruitment and Retention, or Medicine, Communications, Security.

THE SALUTE AND COURTESIES

The Salute

The salute is an act of recognition between military men. Its origin is in the ancient European custom of free men greeting each other by holding up their right hand to show that they had no weapons. The rules of saluting are as follows:

- Salutes are exchanged out of doors, usually at a distance of from six to thirty paces.
- Salute outdoors at the moment of recognition or eye to eye contact is made, or when about six steps away.
- The salute is always initiated first by the subordinate and is terminated only after acknowledgment by the individual being saluted.
- Accompany the salute with an appropriate greeting, such as, "Good morning/afternoon, sir/ma'am."
- Salute all officers (recognized by rank) in official vehicles identified by special plates or flags.
- Salutes are not required to be rendered by or to personnel who are driving or riding in privately owned vehicles.
- When in formation, salute only on command. When leading a formation, salute for the formation.
- If you are on a detail and a senior officer approaches, salute if you are in charge of the detail. Otherwise, continue to work. If you are spoken to, then come to attention.

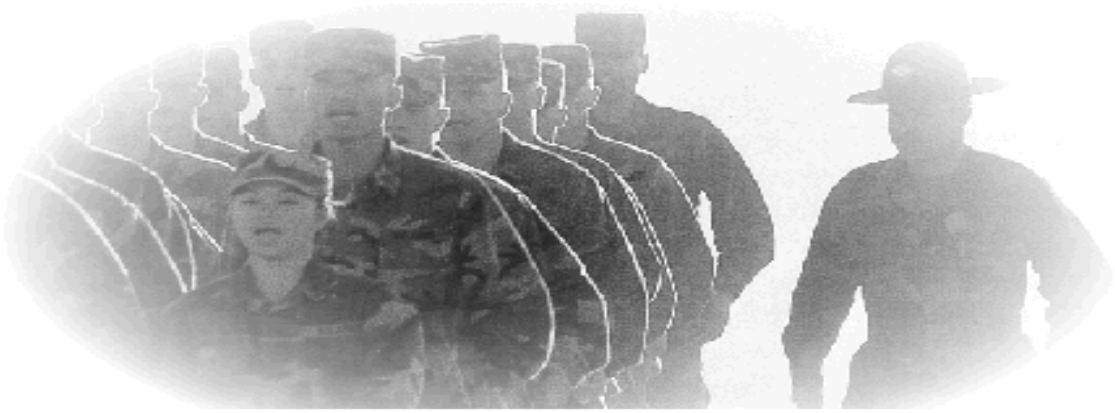
- If in a group and a senior officer approaches, the first to recognize the officer calls the group to attention and all personnel salute.
- When a senior officer enters a room, the first to recognize the officer calls personnel in the room to attention but does not salute.
- Never render a salute with a noticeable object in your mouth or right hand.
- When the flag is being raised in the morning or lowered in the evening, you should stand at attention on the first note of the national anthem. Give the required salute. If you are involved in some duty that would be hampered by saluting, you do not need to salute. You normally face the flag when saluting, unless duty requires you to face in some other direction. At the conclusion of the ceremony, resume your regular duties.
- Whenever the national anthem or "reveille" is played, and you are not in formation and not in a vehicle, come to attention at the first note, face the flag, and give the required salute. If no flag is near, face the music and salute. If you are in formation, salute only on the order "Present arms." If you are in civilian clothing, stand at attention and place your right hand over your heart. These honors also apply to the national anthems of foreign countries during ceremonies or parades.
- Normally no one salutes indoors. A salute indoors is rendered only when one is reporting. Exceptions are: Reporting to an inspecting officer, reporting to a visiting officer of rank greater than anyone in the room, and reporting when summoned by an officer.
- How to report: "Sir, (your Rank, name) reports."
- When in doubt as to where and when to salute--SALUTE! GTA 21-2-26 shows the proper position of the salute--learn it.
- The soldier who goes the extra mile by extending his/her courtesy and respect beyond requirements tends to get it back in very satisfactory ways, including, elevation of respect from superiors and personal gratification.

Courtesies

The following rules will help you conduct yourself appropriately in the presence of officers:

- When talking to a senior officer outdoors, stand at attention unless given the order "At ease." When you are dismissed, come to attention and salute.
- When accompanying a senior, walk on their left.
- When entering or exiting a vehicle, the junior ranking person is first to enter, and last to exit the vehicle.

- When a senior officer enters a dining facility, unless directed or a senior officer is present, the diners will be given the order "At ease" by the first person who sees the officer. Remain seated at ease and will continue eating unless the officer directs otherwise. If you are directly addressed, you should rise to attention, if seated in a chair. If you are seated on a bench, stop eating and sit at attention until the conversation is ended. NOTE: The senior officer may give the order "Carry on." This means you should continue with whatever you were doing previously.
- When you report to an officer for any reason, it is important to make a good first impression. If you are outdoors, approach the officer to whom you are reporting and stop approximately two steps from them, assuming the position of attention. Give the proper salute and say, "Sir/Ma'am, (Rank, name) reports." If you are indoors, use the same procedures as above, except remove your headgear before reporting. If you are armed, however, do not remove your headgear.
- While it is not REQUIRED to salute an officer in a POV or when in street clothes, it is a common (that is non-regulation) courtesy in the Army to do so whenever someone is recognized as an officer and the soldier is on duty.
- Secondly, when in a vehicle (official or POV) one should pull to the curb at the safest possible moment, step out and give proper courtesies to retreat, reveille or the national anthem. Again more of a common courtesy than a regulation.



Drill

DRILL REQUIREMENTS

You must demonstrate expertise in the following drill abilities:

- ***FALL IN:*** Fall in a platoon sized unit and take the REPORT.
- ***INSPECTIONS***: OPEN RANKS and inspect your unit. Procedure to be followed:

1. Open ranks is executed from a line formation while at the halt. It may be executed while at any of the prescribed intervals. The commands for these movements are OPEN RANKS, MARCH and CLOSE RANKS, MARCH.

2. On the command of OPEN RANKS! (pause) MARCH! the front rank takes two steps forward, the second rank takes one step forward, the third rank stands fast and the fourth rank takes two small steps backward. (Note: After taking the prescribed steps, the men do not raise their arms and do an automatic dress right, dress.)

3. If the inspecting officer wants exact interval or alignment, he can command AT CLOSE INTERVAL… (pause) DRESS RIGHT…(pause) DRESS!

4. To close ranks, the command is CLOSE RANKS…! (pause) MARCH! On the command of execution MARCH the first rank takes four small steps backwards, the second rank takes two small steps backwards, the third rank stands fast and the fourth rank takes one step forward.

- ***FACING MOVEMENTS***

    1. LEFT FACE
    2. RIGHT FACE
    3. ABOUT FACE

- ***MARCHING***

    1. FORWARD MARCH
    2. COLUMN RIGHT and LEFT
    3. HALT
    4. REAR MARCH
    5. ROUTE STEP MARCH
    6. PRESENT ARMS
    7. ORDER ARMS
    8. PARADE REST
    9. AT EASE
    10. FALL OUT

Does your Guidon bearer know the proper procedures for Manual of the Guidon? See **The Drill Pad's** ***Army Drill Manual of the Guidon*** page.

For a little fun, click on one of the following Field Manuals--learn these drills and impress the General with your swordplay:

Manual of the Saber, The Field Artillery School, Fort Sill, Oklahoma, (1935)

Partly Complete: ***Provisional Regulations for Saber Exercise***, United States Army (1907) for saber thrusts, cuts and more.

GENERAL ORDERS AND GUARD DUTY

General Orders

Make certain that your men know the General orders as well as you do. They are:

1. *I will guard everything within the limits of my post and quit my post only when properly relieved. General Order Number 1 gives a Guardsman responsibility for everything that occurs within the limits of your post while you are on duty. You must investigate immediately any unusual or suspicious occurrence on or near your post, provided you do not have to leave your post to do so. If you should require relief for any purpose, you must contact the commander of the relief for instructions.*

2. *I will obey my special orders and perform all my duties in a military manner. General Order Number 2 requires a Guardsman to become thoroughly familiar with the special orders for your post before you are actually posted. You are also required to obey and carry out any orders or instructions from the commanding officer, field officer of the day, and senior officers of the guard. No other persons are authorized to give orders to Guardsmen on guard duty. You should pass instructions and special information to your relief.*

3. *I will report violations of my special orders, emergencies, and anything not covered in my instructions to the commander of the relief. General Order Number 3 requires you to report all special order violations and emergencies to your seniors. In case of a fire on or near your post, you should call in an alarm or make sure one is given. Assign a sergeant and enlisted guardsmen to extinguish the fire if possible. Assign someone to direct fire-fighting apparatus to the fire.*

As an Officer of the Guard, ask your Guardsmen "*What are your orders?*" The proper answer is: "*Sir/Ma'am, my orders are of two classes: general and special. My general orders are, 1: I will guard everything within the limits... My Special Orders are, 1: To be on the look out for...*"

Be sure that you know these orders yourself, and ensure your Guardsmen know them. As Officer of the Guard, you should be able to answer any questions concerning the special orders for your post.

GUARD DUTY (FM 22-6)

o List in order the chain of command for guard duty?

Relief Commander or Officer of the day
Sergeant of the guard or Field officer of the day
Commander of the guard or Installation Commander

o What is meant by the term "supernumerary"?

An extra member of the guard who is used when needed to replace a guard or perform duties prescribed by local directives.

o What does the term "challenge" mean?

Any process carried out by one unit or person with the object of ascertaining the friendly or hostile character or identity of another.

o What is a countersign?

Two words: the challenge and password.

o In a countersign, what is the challenge?

The first word used to challenge a person or party.

o In a countersign, what is the password?

The second word or sign, used to reply to a challenge.

o What is the parole?

A special password used as a check on the countersign.

o Who is the parole word imparted to?

To persons entitled to inspect the guard, the commander and members of the guard.

o Upon hearing the parole word, what action is taken by a guard?

He/She replies with both parts of the countersign. The guard does not use the password at any other time.

o The guard may be of three types. What are they?

(1) Interior
(2) Exterior
(3) Special

o What are special orders?

Special orders instruct the guard in the actual performance of his/her duty while on a particular post.

o When in doubt, what is considered the best means of identification of an individual?

A visual check of his/her ID card.

o What are your three general orders?

(1) I will guard everything within the limits of my post and quit my post only when properly relieved.
(2) I will obey my special orders and perform all my duties in a military manner.
(3) I will report violations of my special orders, emergencies, and anything not covered in my instructions to the commander of the relief.

o Who may give a guard member orders?

Only the guard's chain of command.

o What are interior guards?

Interior guards are detailed by commanders of military installations to protect property and enforce regulations and preserve order.

o What is exterior guards?

Exterior guards are lookouts, listening posts, outposts, especially designated patrols, guards in combat zones, field training areas, and guards outside the limits of a military installation. Exterior guards perform their duties as prescribed by special orders and instructions.

o When challenging one person, what is the procedure used?

(1) When the approaching individual is approximately 30 steps away from the guard, the guard assumes the proper challenge position and commands, "Halt!"
(2) When the person stops, the guard commands, "Who goes there?"
(3) After the person answers, the guard commands, "Advance to be recognized."
(4) When the individual is close enough to be recognized without putting the guard in danger, the guard commands, "Halt!"
(5) After recognition, the guard then passes the individual or detains him/her and calls the commander of the relief.

o When challenging a group of individuals, what is the procedure used?

Same as 1 thru 4 in question 17 above. After recognition, the one advanced will step by the guard. The guard will then call the group in one by one to be accounted for by the first person advanced. Or the guard may pass them as a group according to special instructions.

o Can a noncommissioned officer be the "commander" of the guard?

Yes.

o Is the composition of an exterior guard the same as that of an interior guard?

No. Exterior guards have no commanders that are detailed for that duty. Actions of the guards are prescribed by instructions from their leaders, SOPs, and special instructions.

o In general, what is the primary duty of an exterior guard?

Exterior guards are utilized to protect a unit from surprises and to give the unit time to prepare to counter any threats.

o May a guard leave his/her post to investigate or apprehend a person involved in a disorder near his/her post?

No.

o If a guard is not relieved at the expiration of his/her tour, what should he do?

He/she should continue his/her duty and contact the commander of the relief.

o Who is responsible for ensuring all guards understand their special instructions?

The commander of the guard

o When will a sentry not render a hand salute?

(1) When engaged in a specific duty
(2) When talking with an officer (unless a senior approaches and is saluted)
(3) When on a post that requires the challenge

o When challenging, what is the position of your rifle? Pistol?

(1) Rifle - Port arms
(2) Pistol - Raised

o When a guard fires his/her weapon into the air three times in rapid succession, what is signified?

Great danger

o In time of war, what is the punishment for disclosing the parole word or countersign to an unauthorized person?

Punishable by death or other punishment deemed by court martial.

o Must guards be qualified with the weapon they are carrying?

Yes.

MAP READING AND NAVIGATION

As an officer, you must be proficient in the art of military map reading. All operations that are in liaison with active and reserve military units will always use military maps in their execution and operations orders. You will be expected to have the skills necessary to follow those instructions. Refer to FM 21-26, Map Reading and Land Navigation.

Practical testing in map reading skills will be an important part of your OTC program. Areas of testing are:

A. Identify uses of topographic symbols, colors, physical symbols, and marginal information on a military map, and how to determine location using grid coordinates.

B. Measure distance using map scales.

C. Determine direction using a map protractor.

D. Determine direction without a compass.

E. Locate your position using resection & modified resection.

F. Contour lines and elevation.

Legends

The first thing you should know about a map is that it is nothing more than a drawing of a piece of the earth's surface as it would be seen from above looking straight down.

Your map shows much more than just terrain. It shows physical symbols for man-made objects such as roads, buildings, etc., and topographic symbols identifying terrain features. All of these objects are

represented on the map by a symbol, and these symbols are explained in the lower left corner of every map in a section called the LEGEND. Learn how to use the Legend.

The Legend also gives you information about the color codes used on the map. Know what the colors are and what they represent. Finally, the map also gives you crucial information in its margins, such as scale, date of printing, and in the bottom margin the Grid/Magnetic angle (difference between magnetic north, map grid north, and true north for your map.

Location

There are no street addresses on your map, but you can still find your LOCATION accurately. Your map has black lines running up and down (North and South) and crosswise (East and West). Together they form squares called GRID SQUARES. Their lines are numbered along the outside edges of the map. Each grid Square has a different number. To get the correct number for a certain square, first read from left to right along the bottom edge of the map and find the line that borders the left side of your grid. Then read UP and find the East-West line that is the bottom border of your grid square. In other words, read RIGHT then UP. Using your map protractor, determine a six-digit grid coordinate to locate a point on the ground within 100 meters. Then determine an eight-digit grid coordinate to locate a point on the ground to within 10 meters. Record the grid coordinates with the correct two-letter grid square identifier. Refer to FM 21-26.

Distance

You can also use your map to measure distance between two places. Your map has been drawn to scale, meaning that a certain distance on the map equals a certain distance on the surface of the ground. The Map Scale is printed at the TOP and BOTTOM of your map; Example: Scale 1:50,000. This means that 1 inch on your map equals 50,000 inches on the ground. There are 36 inches per yard, 39.37 inches per meter, 3,600 inches per 100 yards, and 63,360 inches per mile. Refer to FM 21-26 for detailed methods for using all three of the map scales used on every military map.

Direction

The top of your map is ALWAYS at Grid North. The right edge of the map is always East, the bottom edge South and the left edge West. The vertical grid lines are always Grid N-S. The direction from one point to another, either on the map or along the ground, is the AZIMUTH. Azimuths are given in degrees from 1 to 360 in a clockwise direction beginning at North, or in mils from 0 to 6400. Since there are 360 degrees in a circle, your azimuth can be any number from 1 to 360. Due East is 90 degrees, due South is 180 degrees, due West 270 degrees and due North is 360 degrees. To get the right azimuth off a map you must use a protractor. Refer to FM 21-26 for directions for using a protractor to determine azimuth direction on your map.

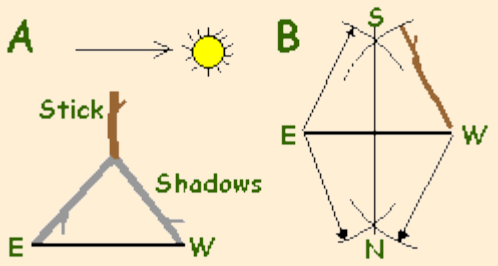
DIRECTION WITHOUT USING A COMPASS

When you have no compass, use the sun or stars to find your direction. You probably remember the old rule that "the sun rises in the East and sets in the West." It's not quite right. Unless you're on the

equator, the sun doesn't rise due East and set due West--and where it does rise varies depending on the time of the year. Here are some methods for finding North.

A. Shadow-tip method

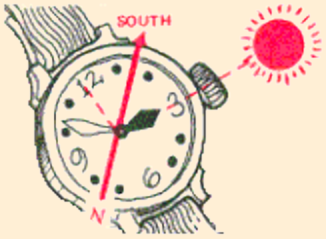
At a level spot, place a stick into the ground vertically so it casts a distinct shadow. Mark the shadow's tip with a stone see in figure). Wait 10 minutes or more and mark the new position with a second stone, then draw a line through the centers of the two stones. This drawn line is an EAST-WEST line. The first stone that you put down is WEST and the second is EAST.



Now draw a vertical line perpendicular to the EAST-WEST line to give you the NORTH-SOUTH line (B). Do this by taking a stick, hold one end of it on the West end of the line, and draw two arcs above and below the E-W line (see B in the fig-ure). Then hold the stick on the East end of the line and draw two arcs above and below the E-W line, intersecting the first two arcs. If you draw a straight line between the two arc intersections, this will be the N-S line.

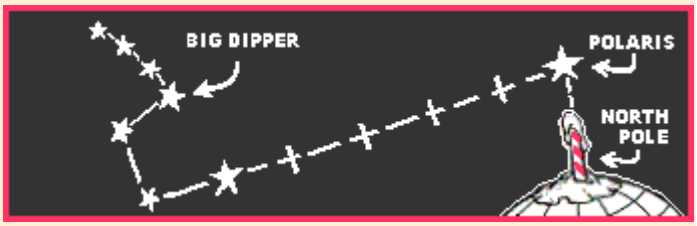
B. Direction with your watch

Direction with your watch: You can also find direction with your watch, but not as accurately as the shadow-tip method. Point the hour hand at the sun. South will be half way between the hour hand and twelve o'clock.



C. North Star:

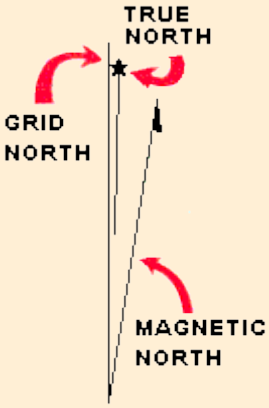
You can locate north at night by finding the North Star. Find the Big Dipper. The last two stars on the cup point directly at Polaris the North Star which is about five times as far out as the distance between those two stars in the cup. Facing the North Star, you are looking north with East on your right and West on your left.



FINDING LOCATION

Grid North, True North, and Magnetic North

The grid/magnetic angle in the lower margin of your map can be important to you. In many parts of the world your compass does not point due (grid) north, but varies some degrees right or left. The North-South lines on your map point the direction to Grid North. The needle of your compass always points to Magnetic North. Neither one points straight at the North Pole. The Grid/Magnetic angle in the map margin tells you how much they vary.



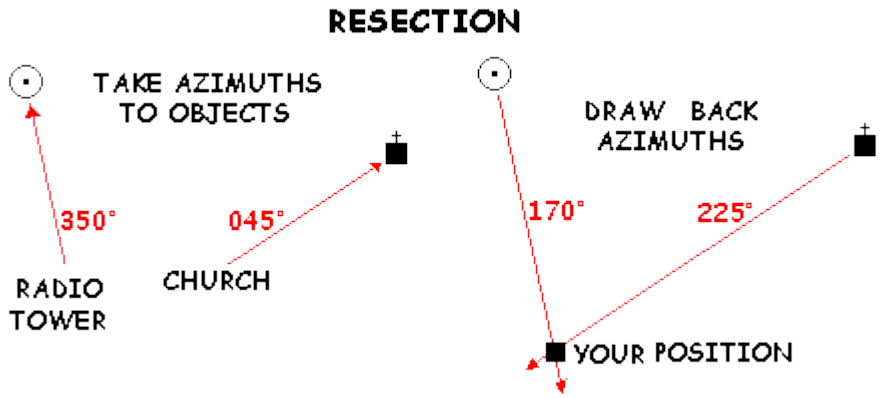
USING COMPASS AND RESECTION AND MODIFIED RESECTION

What if you want to locate your position but don't know exactly where you are?

Resection:

Resection is computing your location by determining the back azimuth from two or more known points that you can see. Orient the left edge of your map to point North as closely as you can by using one of the methods listed above--then look around you for some feature that you can identify on the ground **and** on the map, i.e., a water tower.

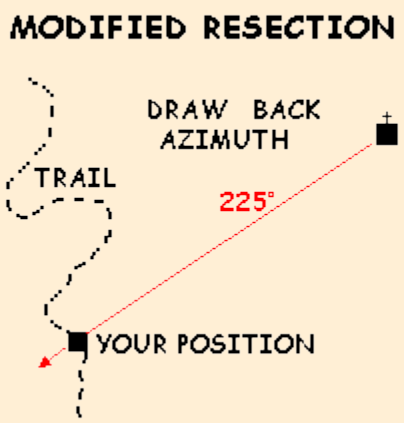
Take a bearing (azimuth) to the water tower, and calculate the reverse bearing, or back azimuth. Place your protractor's center on the water tower symbol, and orient its top edge parallel to the East-West lines on the map. Mark a spot on the map at the protractor's edge where the reverse bearing is located. Draw a line from the tower symbol to tnd through that spot. Do the same with a second object you can see which is also on the map. Where the two lines cross is your location.



Alternately, GTA 5-2-13 has several methods of resection that you should be familiar with--study them.

Modified resection:

Modified resection works well when you know that you are already located on a feature, such as a road or a trail. You only need to take the back azimuth from a single object, say a school. You are located where the drawn back azimuth line crosses the feature you are on.



FINDING YOUR LOCATION BY TERRAIN ASSOCIATION:

A. Determine the type of terrain feature upon which you are located.

B. Determine what types of terrain features surround your location.

C. Orient your map by finding the group of terrain features on it.

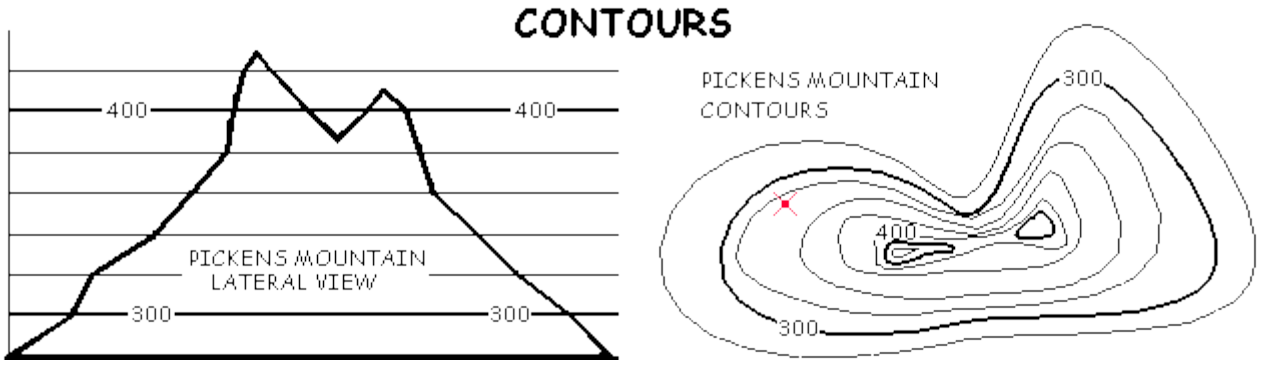
D. Determine the 4 cardinal directions (North, South, East, and West) by one of the methods above (i.e., using watcvh or sun shadow).

E. Determine your location.

ELEVATION AND CONTOUR LINES:

The brown lines on your map are called ***contour lines***. Each line shows the height above sea level and is constant along its length. Contour lines never cross one another. Tick marks on lines always point down-slope. Printed at the bottom of your map is ***CONTOUR INTERVAL***, which is the difference in height elevation between one brown line and the one next to it). The distance is usually 20 feet.

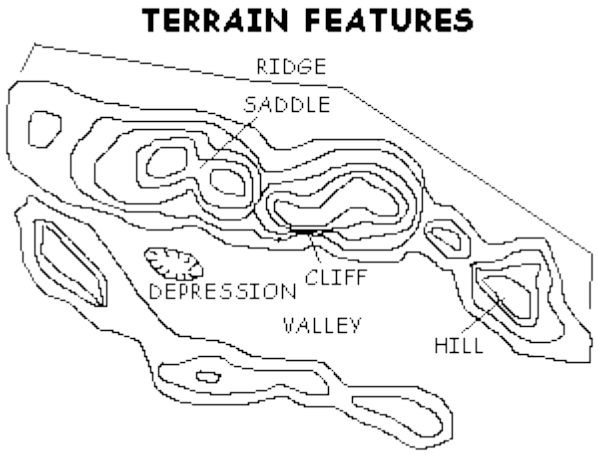
Every fifth line is printed heavier than the rest and has a number that gives the elevation of that line in feet. Find your position between the heavy brown contour lines and simply read the value, adding the lines as you close in on your position. GTA-5-2-13 has some good examples--study them.



- Determine the elevation of a point by using a map.
- Determine the contour interval for your map.
- Determine the elevation of your location to within half the value of the contour interval.
- Determine your elevation at the spot marked with a red X. How high are you? (325 ft).

TERRAIN FEATURES

Be able to identify the key terrain features--hills, valleys, saddles, depressions, cliffs and ridges as shown by contour lines on your map. Examples are shown in GTA-5-2-13.



COLORS ON MAPS

Black: Indicates cultural (manmade) features such as buildings and smaller roads, trails (dashed lines), surveyed spot elevations, and all labels.

Red-Brown: On red light-readable maps, the colors red and brown are combined to identify cultural features, all relief features, nonsurveyed spot elevations, and elevation, such as contour lines.

Blue: Identifies hydrography or water features such as lakes, swamps, rivers, ditches, canals and drainage.

Green: Identifies vegetation with military significance, such as woods, orchards, swamps, windbreaks, vineyards and crops.

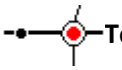
Brown: Identifies all relief features and elevation, such as contours on older edition maps, and cultivated land on red light-readable maps.

Red: Classifies cultural features, such as populated areas, built-up areas and cities, large (main) roads, and boundaries, on older maps.

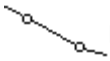
Other: Occasionally other colors may be used to show special information, such as yellow for cities and towns. As a rule these are indicated in the marginal information.

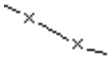
GENERAL SYMBOLS

Several kinds of general symbols appear on maps and are described in the map's legend.

Trees	Green symbols, which may be organized in rows to illustrate an orchard or planted forest.
Roads	Solid lines or red or black.
Unimproved roads	Double dashed lines.
Trails	Dotted lines.
Bridges	Elongate brackets with wings on either side of a road or railroad.
Railroads	Solid lines with small cross-lines.
Buildings	Large ones are shown in black shapes, small ones as small squares. Churches have a small cross atop, and schools a small flag.
 **Towns**	Shown as a small black circle (small) or an outlined red circle (larger).
Cities	Shown as a line-bounded area filled with pink or yellow.
Storage tanks	Shown as a small or large circle with the contents as a label, i.e., Oil.
Towers	Radio, TV, electrical towers are shown as a small black circle with a dot inside,

and the word Tower alongside.

 **Power lines** A series of spaced small circles connected by dashed lines.

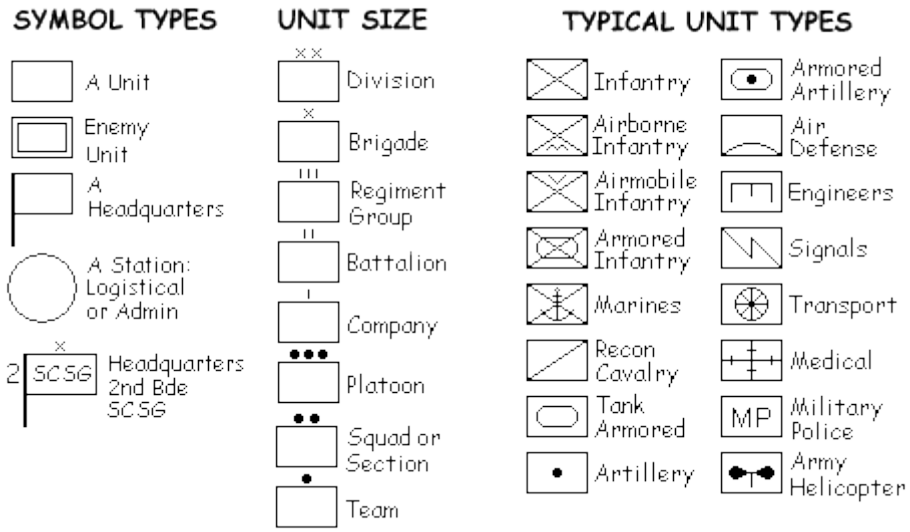
 **Fences** A series of spaced small Xes connected by straight lines.

Airports Shown with true runway shapes in black.

Elevations May be shown with the BM mark, or on smaller scale maps as simple spot elevation numbers with no symbol.

MILITARY SYMBOLS

Military symbols usually consist of basic and interservice symbol, the unit size, the unit or installation role indicator, equipment indicator, aviation symbol and location, and the content of the fields surrounding the basic symbol. Geometric figures form the basic symbol used to represent units, installations and activities. Rectangle= a unit; Flag= a HQ; Circle= a logistical, medical, or administrative unit or depot. More information concerning symbols will be found in FM 101-5-1, Operational Terms and Graphics, or at http://www.army.mil/cmh-pg/books/korea/truce/sym.htm. Some typical unit symbols seen on a map:



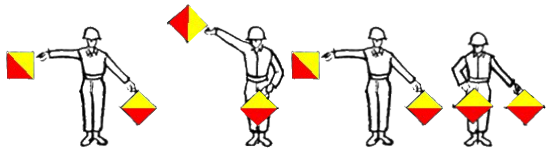
Ideally, different colors are used to depict enemy and friendly symbols. Since different colors may not always be available, procedures for one-color and multicolor symbols are as follows: Friendly symbols are outlined by a single line; Enemy symbols with double lines. Blue or black indicates friendly units, posts, etc. not covered by other colors. Red indicates enemy elements. Yellow indicates chemical or radiological areas. Green indicates friendly and or enemy manmade obstacles. If other colors are used, they must be explained in a legend. (FM 101-5-1, Operational Terms and Graphics)

THE MILITARY CLOCK SYSTEM. Learn and understand the military 24 hour clock system.

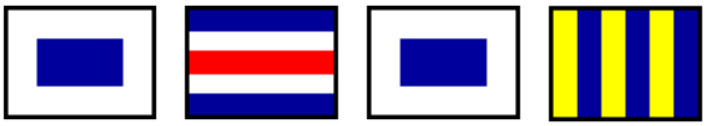
The military clock system uses 24-hour day cycles instead of 12-hour half-days with A.M. and P.M. designations. To convert 12 hour time to 24-hour time, add 12 to 12-hour times from 1 p.m. onwards to midnight.

Examples:

12-hour time	**Military time**
1:00 A.M.	**0100**
9:00 A.M.	0900 hours
11:30 A.M.	1130 hours
2:00 P.M.	14 hours
7:00 P.M.	1900 hours
10:15 P.M.	2015 hours
One minute after midnight	0001 hours
8 to 5 workday	0800 to 1700
3 P.M	Navy time: 6 bells in the afternoon watch



Semaphore



Signal Flags

American Sign Language

Morse Code

1010011 1000011 1010011 1000111

Binary Code

Ground-Air emergency Codes

COMMUNICATIONS

Radio and telephone

You will be trained in proper radio telephone techniques and how to operate the standard radio system issued to the SCSG. It is imperative that you master the techniques of radio operation and transmission. This training will be presented to you on site.

Phonetic alphabet.

Memorize these letters and words.

A=Alpha	**B**=Bravo	**C**=Charlie	**D**=Delta	**E**=Echo	**F**=Foxtrot
G=Golf	**H**=Hotel	**I**=In-ja	**J**=Juliet	**K**=Kee-lo	**L**=Lee-ma
M=Mike	**N**=November	**O**=Oscar	**P**=Papa	**Q**=Kay-bec	**R**=Romeo
S=Sierra	**T**=Tango	**U**=Uniform	**V**=Victor	**W**=Whiskey	**X**=X-ray
Y=Yankee	**Z**=Zulu	**1**=One	**2**=Two	**3**=Three	**4**=Fo-wer

5=Five	**6**=Six	**7**=Sef-un	**8**=Eight	**9**=Ni-ner	**0**=Zero

Messaging Procedures

A. Plan your messages in the field or in garrison. Write your messages down before transmission to prevent mistakes. If another person transmits the message, write it down for him.

B. Listen before pushing the push-to-talk switch, do not talk over someone else.

C. Speak slowly.

D. Keep transmissions as brief as possible.

Message contents

- **Heading.** Always include the full heading in all initial messages. Example: "Two Two Actual--This is Two Two Charlie, over." In subsequent transmissions in the same message use an abbreviated heading or call. Example: "This is Two Two Actual, over."
- **Text.** You may use plain language, code or cipher groups in the text, depending on the situation.
- **Ending.** In the ending you may include authentication. To end a message you may use the Prowords OVER or OUT, never both. OVER indicates that you expect a reply. OUT means the communication is finished.

Prowords and their meaning.

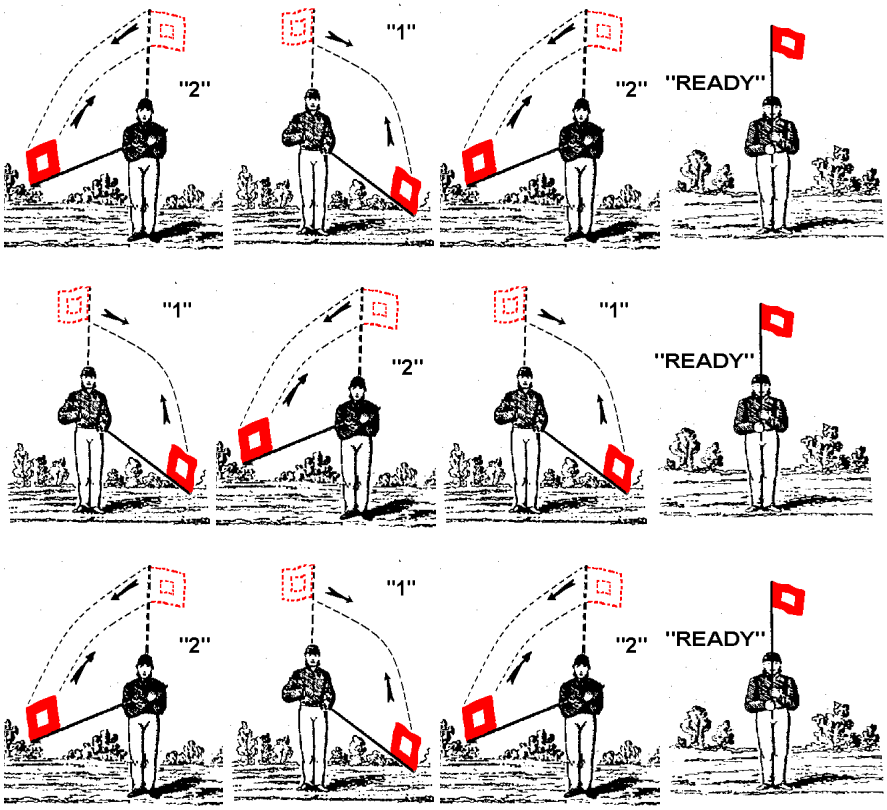
- ***Acknowledge.*** (If used, this Proword is to be included in the text of your message.) Have you received, do you understand, and will you comply with this message?
- ***Actual.*** In a heading, use of the proword ACTUAL after a unit designation means the ACTUAL COMMANDER of the unit is speaking, instead of only the radio operator.
- ***All after.*** The portion of the message to which I refer follows the text _____.
- ***All before.*** The portion of the message to which I refer precedes the text _____.
- ***Break.*** I hereby indicate the separation of the text from other portions of the message to follow in the next transmission. (Used to keep the transmission of a long message in short blocks to prevent locating or monitoring.)

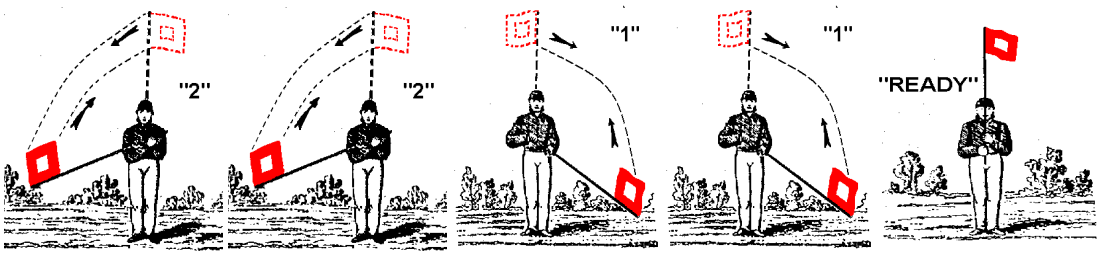
- ***Correction.*** I made an error in this transmission. The transmission will continue beginning with the last word correctly transmitted.
- ***Disregard this transmission. The transmission that I am making is in error. Disregard it.*** (This proword cannot be used to disregard any message that has been completely transmitted or had been receipted or acknowledged by the recipient.)
- ***From.*** The originator of this message (not necessarily the person sending it) is indicated by the address designation immediately following. Example: "From two-two-six" indicates the message was ordered to be sent by the actual C.O. of 2nd Battalion, 2nd Brigade.
- ***I read back.*** The following is my response to your instruction to read back.
- ***I say again.*** I am repeating the entire transmission or the portion indicated.
- ***I spell.*** I shall spell the next word phonetically.
- ***I verify.*** That which follows has been verified at your request and is repeated here. (To be used only as a reply to VERIFY.)
- ***Message follows.*** A message that requires you to record is about to follow (transmitted immediately after the call.).
- ***Over.*** This is the end of my transmission to you, a response is necessary; Go ahead and transmit.
- ***Out.*** This is the end of my transmission to you, no answer is required or expected.
- ***Read back.*** Repeat this entire transmission (or portion indicated) back to me exactly as received.
- ***Relay to.*** Retransmit this message to all addresses or to the address designations immediately following.
- ***Roger.*** I have received your last transmission satisfactorily.
- ***Say again.*** Repeat all of your transmission. Followed by identification data (i.e., ALL AFTER "before 0900") it means repeat the portion of the message indicated.
- ***That is correct.*** You are correct or what you have transmitted is correct.
- ***This is.*** This transmission is from the station whose designation immediately follows.
- ***Time.*** That which follows is the time and/or date group of the message.
- ***Unknown station.*** The identity of the station with which I am attempting to establish communication is unknown.

- ***Verify.*** Verify entire message (or part indicated) with the originator and send the correct version. (To be used only at the discretion of or by the addressee to whom the questioned message was directed.)
- ***Wait.*** I must pause for a few seconds (not over 5 seconds. If longer than 5 seconds, use BREAK).
- ***Wilco.*** I have received your message, understand it, and WILL COMPLY. (Exactly the same meaning as the Naval or Marine person's response "Aye, aye, sir.")
- ***Word after.*** The word of the message to which I refer follows the text _____.
- ***Word before.*** The word of the message to which I refer precedes the text _____.
- ***Words twice.*** Communication is difficult. Transmit(ting) each phrase, word or group twice (This Proword may be used as an order or request to a sender or as information to the recipient of a message)
- ***Wrong.*** Your last transmission was incorrect. The correct version is _____.

An Exercise

What signal is the Civil-War-era soldier sending you in these four pictures? (Hint: "Wig-Wag" signaling)

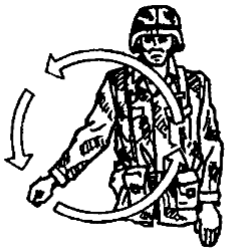




ARM AND HAND SIGNALS

You must know and be able to use these basic arm and hand signals. (FM 21-60-2, Arm and Hand Signals)

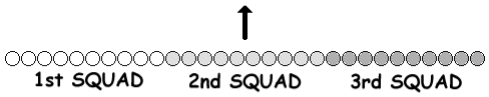
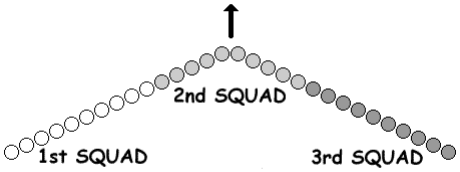
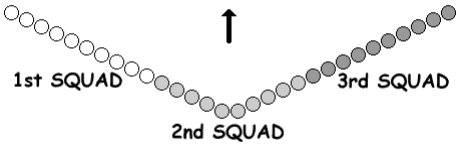
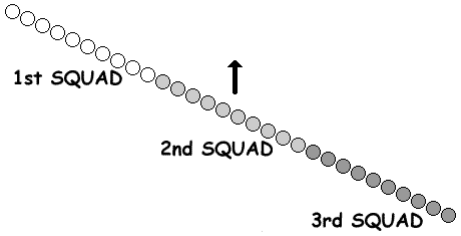
ATTENTION	Extend arm sideways, slightly above horizontal, palm outwards; wave arm to and from the head several times.	
I DO NOT UNDERSTAND	Face source of the signal you do not understand. Raise both arms sideways to horizontal. Bend both arms at elbows and place both hands across your face, palms outward.	
I UNDERSTAND or I ACKNOWLEDGE	Hold right hand in fist at neck height, with thumb extended.	

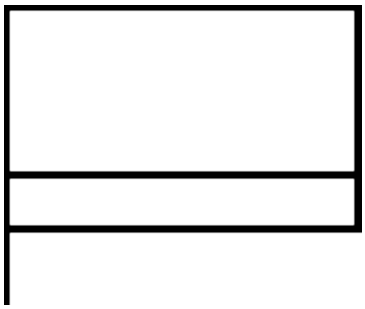
DISREGARD or AS YOU WERE	Face individual being signaled; raise both arms and cross them overhead.	
I AM READY, or ARE YOU READY?	Extend arms toward person being signaled; then raise your arms slightly above the horizontal, palm outward.	
PREPARE TO MOVE OUT	Simulate cranking of engines by rotating fist in a circle at waist level.	
ADVANCE or MOVE OUT	Face direction of movement, extend arm to the rear, swing arm overhead and forward in the desired direction of movement.	
HALT or STOP	Raise hand upward to full extent of arm, palm outward.	

FOLLOW ME	Face desired direction of movement; hold arm extended to rear; then swing it overhead and forward in a sweeping movement until it is horizontal, palm down.	
OPEN UP marching column into a LINE ABREAST	Point hands together over head, swing hands slowly down to a horizontal position.	
INCREASE SPEED or DOUBLE TIME or RUSH	Raise hand to shoulder, fist closed; thrust fist upward to full extent of arm and back down rapidly.	
CLOSE UP a line abreast into a COLUMN of march	Hands held open and horizontal to left and right, raise them slowly together to position overhead.	
ASSEMBLE or RALLY	Raise the arm vertically overhead, palm to the front, and wave the arm in a large circle.	

CROWD CONTROL FORMATIONS

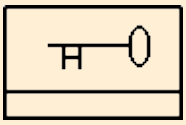
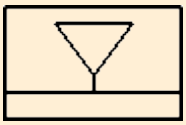
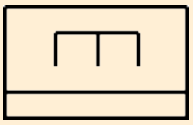
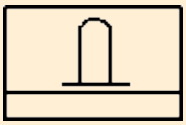
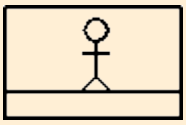
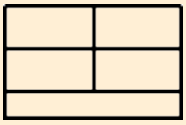
These hand and arm signals may be used to change the shape of troop formations in cases such as crowd control.

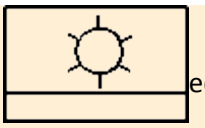
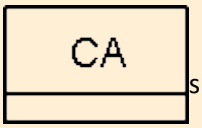
Form a LINE ABREAST		Disperse the formation into a single rank by squads	
Form a WEDGE formation		Disperse the formation into a wedge forward by squads	
Form a VEE formation		Disperse the formation into a vee to the rear by squads	
Form an ECHELON LEFT		Disperse the formation into a single rank by squads, with the leftmost man forward	



SUPPLY

CLASSES OF SUPPLY

Class I		Subsistence rations, water etc., and gratuitous health and comfort items.
Class II		Individual equipment, clothing, tools, housekeeping and general supply
Class III		POL; Petroleum, oils, lubricants, fuels, hydraulics, coolants, and coal.
Class IV		Construction, fortification and barrier materials, and installed equipment.
Class V		Ammunition of all types, and other ordnance.
Class VI		Post exchange sale items, personal demand items, other nonmilitary sales items.
Class VII		Major end items like vehicles, radios, launchers, firearms, etc.
Class VIII		Medical supplies and medical repair parts.

Class IX		Repair parts and components, kits, subassemblies to maintain all equipment.
Class X		Nonmilitary supply items for programs such as agriculture, community support, economic development.

BASIC SUPPLY FACTS In a Company the XO is the unit's supply officer. He requires that his platoon officers sign for and accept responsibility for the equipment in his unit. The platoon officer then has his men sign for and assume responsibility for their equipment. The individual with direct responsibility for equipment which is lost, destroyed or damaged can be held pecuniarily liable if he is guilty of simple neglect. The individual with direct supervisory responsibility for equipment which is lost, etc. can also be held pecuniarily liable if he is guilty of gross neglect. In simple terms, that means if you lose your equipment that means you are going to pay for it.

MEDICAL EVENTS

Many of our SCSG missions will be in support of operations that may require some medical expertise on your part and those of your troops. You will be their instructor, teach them well. (FM 21-11, First Aid)

PERSONAL CLEANLINESS:

- Keep yourself clean.
- Sweat-dampened clothing increases your vulnerability to trench foot and to worse cold weather injuries.

- Change socks and underwear regularly.
- Carry extra pairs of socks.
- On cold weather hikes, place damp socks under your arms between your field jacket and shirt. This will help dry the socks so you can rotate them.
- When carrying a rucksack, place damp socks on your shoulders between your shirt and outer garments. This helps dry the socks and cushion the weight of the rucksack.
- Place your clean clothing with you in the sleeping bag, positioning them to support the small of your back or using them as a pillow (inside). Not only does this add to your sleeping comfort, but your clothes will be warm in the morning.
- Do not wrap feet or other body parts in plastic to keep warm.
- Body heat causes moisture to collect, which can cause serious injuries.

FIRST AID FOR WOUNDS:

The measures taken for first aid of wounds are as follows:

- Take an estimate of the casualty's condition.
- Apply psychological first aid.
- Look for multiple wounds.
- Apply lifesaving measures.
- DO NOT CLEAN WOUNDS.

THE FOUR LIFESAVING MEASURES ARE:

- Clear the airway and restore breathing and heartbeat as necessary. When clearing the airway, turn head of the casualty to side. Clear all vomit, mucus or debris from mouth. Take extreme care in moving the victim's head in case there may be a neck injury.
- Stop the bleeding.
- Administer shock control.
- Apply dressing and bandage.

THE METHODS OF CONTROLLING BLEEDING.

Perform these steps using the following priority:

- Direct pressure on wound with sterile dressing, if underlying bone is not fractured.

- Elevate wound above the heart.
- Use digital pressure when possible.
- Use tourniquet as a last resort.

THE SYMPTOMS OF SHOCK INCLUDE:

- Pale clammy, wet skin.
- Weak, rapid heart beat or pulse.
- Nervousness and thirst.
- Possible loss of consciousness.

When controlling shock:

- Lay the casualty on back and elevate feet.
- Loosen clothing.
- Keep the casualty warm and comfortable.
- If you are sure there is no neck injury, turn the casualty's head to side if unconscious and remain with him.

FIRST AID MEASURES

Measures to be applied for specific wounds and injuries are as follows:

- ***HEAD WOUNDS:*** Elevate head and, shoulders slightly. If you are sure there is no neck injury, position head allow drainage from mouth. Get immediate medical attention.
- ***BELLY WOUNDS:*** Do not touch or replace organs. Use loose, sterile dressings. Give no food or liquids by mouth. Position casualty on his back with head turned.
- ***CHEST WOUNDS:*** Have the casualty forcibly exhale then immediately make the wound airtight. Place casualty on injured side if he chooses to lie down.
- ***BURNS:*** Remove loose clothing, but DO NOT remove clothing stuck to the burn. Cover burn with dry, sterile dressing or cleanest material available. DO NOT apply grease or ointment. Give cool salt/soda water slowly.
- ***EYE INJURY:*** Cover both eyes with dry sterile dressing.

- ***FRACTURES:*** "Splint him where he lies." Immobilize joint above and below the break. Use a minimum of four ties for arm or five ties for leg. DO NOT attempt to straighten deformed limbs.
- ***SNAKE BITE:*** Keep person quiet and still. Place a wide, soft tourniquet between bite and heart, loose enough that you can insert two fingers beneath it. Insure that pulse can be felt on both sides of the tourniquet. DO NOT cut the wound or apply cold treatment. Perform artificial respiration and external cardiac massage if necessary. Kill the snake and evacuate it with the casualty to a hospital as soon as possible.
- ***SPRAINS:*** Apply an ice pack to the ankle for 15 to 20 minutes; repeat after 1 hour. Seek medical help if swelling or discoloration develops. To strengthen the ankle, exercise it with toe-to-heel walking, one-legged activities, and resistance exercises using boots, helmets, or socks with stones as weights.
- ***BLISTERS:*** Wash the blister and surrounding area with soap and water. Sterilize a needle by heating it in a flame until red hot. Open the blister by sticking the needle in at the edge. Apply and secure a compress bandage.

HEAT AND COLD PROBLEMS:

HEAT EXHAUSTION: The symptoms are:

1. Cool, clammy skin
2. Dizziness or faintness
3. Cramps
4. Profuse sweating.

Move the casualty to shade, loosen clothing, give cool salt water slowly, and fan.

HEAT STROKE: The symptoms are:

1. Hot, dry skin
2. High temperature, dizziness or delerium.

Lower body temperature immediately by immersion in a stream or sprinkling water on body and fanning. If the person is conscious, give him cool salt water and continue to cool and fan.

FROSTBITE: The symptoms are:

1. Initial tingling of the affected skin followed by numbness.
2. Skin may be stiff and grayish in color.

Remove clothing from affected area. DO NOT massage affected area. Rewarm area by placing frozen area next to buddy's skin. Keep him warm. Wrap affected area LOOSELY in dry sterile dressing.

INJURY PREVENTION:

As an officer or leader, you can help prevent heat and frostbite injuries by making sure men are properly supervised. Examples: The key to preventing heat injuries is to maintain a normal body temperature. Gradually increase the men's workload and exposure to heat and be alert to extreme weather conditions. Be sure to schedule strenuous exercise for cooler parts of the day. Have the men use salt tablets and drink plenty of fluids. Have them wear loose clothing to allow freer blood and air circulation and better evaporation or perspiration for cooling. Be sure they all wear a head covering. Take frequent breaks to rest and drink fluids. Use a buddy system to watch over each other.

The key to preventing cold injuries is to wear proper clothing. Make sure the men wear layers of loose, warm, dry clothing and avoid overheating and sweating, while exercising extremities frequently (especially fingers, feet and toes) to avoid frostbite. Use a buddy system, and drink fluids while working. Avoid getting socks and gloves wet, and be sure to carry spares. Be sure to dry damp clothing before wearing them.

Be sure the men are aware of these problems, know how to detect them, and ensure that they use a buddy system to watch out for each other.

GASTROINTESTINAL DISEASE:

You can also prevent gastro-intestinal infections (GIs by making sure that your camp site is clean and clear of uncovered human waste, stressing personal hygiene, supervising and inspecting food preparation and mess sanitation. Purify and protect your wa-ter supply. Exercise fly and rodent control and insure that your men are keeping their "shot record" up to date. (FM-21-11 First Aid and SH 21-25).

UNIFORM AND INSIGNIA

The uniform allows others to gather information about its wearer without the wearer having to say anything. It represents the South Carolina State Guard, and proclaims you as a volunteer Guardsman of the welfare of the state and people of South Carolina.

The left shoulder sleeve patch identifies the unit that the wearer is a member of.

A right shoulder sleeve patch identifies the unit in which the wearer served in combat.

The name tag on the right pocket identifies the wearer of the uniform.

Medal ribbons above the left pocket display the individual's accomplishments.

Qualification badges above ribbons or on left pocket identify the skills of the wearer.

Branch insignia on the upper lapels indicate which service specialty or role the wearer was trained and serves in.

U.S. or S.C. insignia on the lower lapels indicate which military organization (Army or State Guard) the wearer serves in.

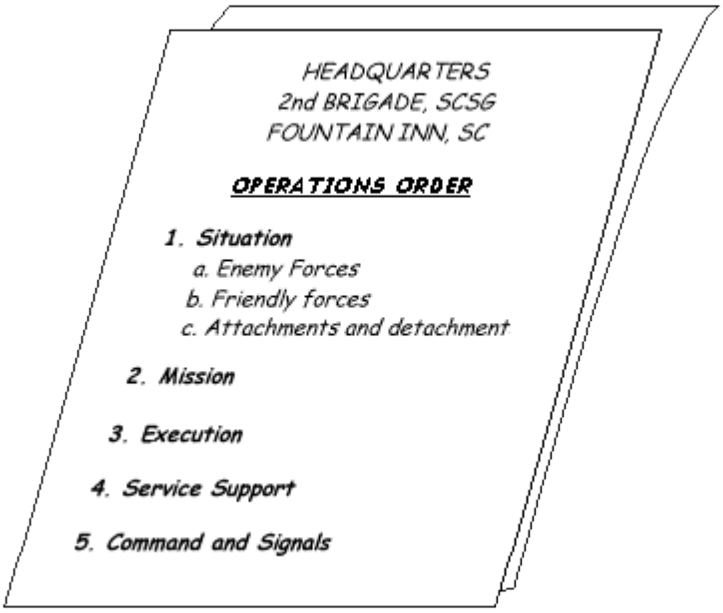
Rank insignia on epaulets indicate status and role.

Regimental crests (like SCSG's) may be worn on center of epaulets.

Chevrons (a French word meaning "rafter") came into the American Army by way of the West Point Cadre uniform. Between the years 1821-32, both officers and enlisted soldiers wore chevrons to indicate rank. Chevrons have been used to identify the enlisted ranks exclusively since 1832.

The SCSG is a uniformed service; therefore, a neat and well-groomed appearance contributes to building the pride and esprit essential for an effective military force. It is your duty to take pride in your appearance and the appearance of your men and to insure that one and all are dressed in the proper uniform with all authorized badges and patches worn in the proper manner. This is accomplished by your interest and your personal inspection on a regular basis.

All SCSG personnel will receive detailed instructions on the proper wear of our authorized uniforms to include proper location of rank, patches and awards. Illustrations of uniforms and insignia may be found in AR-670-1 or at http://books.usapa.belvoir.army.mil/cgi-bin/bookmgr/BOOKS/ R670_1/FIGURES



OPERATIONS

In order to function, Commanders and their staffs must issue instructions to subordinates. They must communicate how they want operations to be conducted.

Instructions or orders may be issued orally or in writing, or by a combination of both. They may be issued in person or by electronic means. Words may be used as the principal means to communicate instructions or sometimes only graphics are used to represent the intent of the commander. As a general rule, both are used. One complements the other. In any case a common language of operational terms and military symbols is necessary so instructions can be communicated rapidly and with minimum risk of misunderstanding. The following operational terms have been selected for your professional development. Learn them. (FM 101-1-5)

Operational Terms:

- ***Acknowledge.*** (If used, this Proword is to be included in the text of your message.) Have you received, do you understand, and will you comply with this message? (requires the addressee(s) to advise the originator that his communication has been received and understood.)
- ***Acknowledgement:*** A message from the addressee informing the originator that his communication has been received and understood.
- ***Advance party:*** A group of unit representatives dispatched to a probable new site of operations in advance of the main unit body to secure, recon, and organize an area prior to the main body's arrival and occupation. See also, QUARTERING PARTY.
- ***Airdrop:*** The unloading of personnel or materiel from aircraft in flight.

- ***Airhead:*** A designated location in an area of operations used as base for supply and evacuation by air.
- ***Air liaison officer:*** The senior Air Force officer at each tactical air control party who advises the Army commander and staff on the capabilities, limitations, and employment of supporting air operations .
- ***Alternate command post:*** A secondary HQ designated by a commander to assume CP functions in the event that the primary CP becomes inoperative. It may be partially or fully equipped and manned, or it may be the CP of a subordinate unit.
- ***Area damage control (ADC):*** Measures taken before, during, and after hostile actions, or natural or man made disasters, to reduce the probability of damage and minimize its effects.
- ***Area of operations:*** Geographical areas assigned to commanders for which they have responsibility and in which they have authority to conduct military operations.
- ***Area security:*** A military police mission that includes area recon, security of designated personnel, convoys, facilities, and main supply route (MSR) critical points.
- ***Attach:*** The temporary placement of units or personnel in an organization. Subject to limitations imposed by the attachment order, the receiving commander exercises the same degree of command and control as if they were his own assigned troops.
- ***Base:*** A locality from which operations are projected or supported.
- ***Basic load:*** Supplies kept by units for use in operations. The quantity of each item of supply in the basic load is related to the number of days the unit may be sustained without resupply.
- ***Beginning morning nautical twilight (BMNT):*** Begins when the sun is 12 degrees below the horizon. This is the first light of the day when day operations will not be delayed by darkness.
- ***Boundary:*** A control measure normally drawn along identifiable terrain features and used to delineate areas of responsibility for subordinate units.
- ***Built up area:*** A concentration of structures, facilities and population.
- ***Chain of command:*** The succession of Commanding Officers from a superior to a subordinate through which command is exercised.
- ***Checkpoint:*** A predetermined point on the ground used as a means of coordinating movement.
- ***Combat service support (CSS):*** The assistance to sustain forces primarily in the fields of administration and logistics. Includes administrative services, chaplain services, civil affairs, food service, finance, legal services, maintenance, medical, supply, transportation and other logistical services.

- ***Combined operations:*** An operation conducted by forces of two or more units acting together for the accomplishment of a single mission.
- ***Command and control:*** The exercise of command that is the process through which the activities of military forces are directed, coordinated and controlled, to accomplish the mission.
- ***Command group:*** A small party that accompanies the commander when he departs the CP. The group is organized to suit the commander.
- ***Command post (CP):*** The principal facility employed by the commander to command and control operations.
- ***Concept of operation:*** A spoken, written, or drawn graphic statement in broad outline that gives an overall picture of a commander's intent in regards top an operation.
- ***Contact point:*** A designated, easily identifiable point on the terrain where two or more units are required to physically meet.
- ***Control measures:*** Directives given graphically or orally by a commander to subordinate commands in order to assign responsibilities, coordinate and control operations.
- ***Convoy:*** A group of 10 or more vehicles organized for the purpose of control and orderly movement.
- ***Course of action:*** Any sequence of acts that an individual or unit may follow A feasible way to accomplish a task or mission which follows the guidance given.
- ***Cross attachment:*** The exchange of subordinate units between units for a temporary period.
- ***Detached unit:*** A unit that is serving away from the organization to which it is assigned.
- ***Direct support:*** A mission requiring a force to support another specific force and authorizing it to answer directly the supported force's request for assistance.
- ***Drop zone (DZ):*** A specified area upon which airborne troops, equipment, or supplies are airdropped by parachute, or on which supplies and equipment may be delivered by free fall.
- ***End evening nautical twilight (EENT):*** Occurs when the sun has dropped 12 deg below the horizon; the instant of last available daylight for visual control of ground operations.
- ***Follow up supply:*** That initial resupply which is delivered by air directly to forces in the airhead. It is prepackaged on a unit basis for automatic or ongoing delivery.
- ***General support (GS):*** Support that is given to the supported force as a whole and not to any particular unit.

- ***H-hour:*** The specific hour on D-day at which a particular operation begins. H+3 would be 3 hours after the operation began. If a time element other than hours is expressed, it must be spelled out.

- ***Liaison:*** That contact or intercommunication maintained between elements of military forces to insure mutual understanding and unity of purpose and action.

- ***Main supply route (MSR):*** The route or designated within an AO on which most traffic flows in support of operations.

- ***March column:*** All elements of a force using the same route for single movement under control of a single commander. A column will consist of three elements: The HEAD which consists of the lead vehicles setting the march pace; the MAIN BODY which contains the bulk of the column; and the TRAIN PARTY which follows the column with equipment necessary for emergency repair, medical, and unscheduled refueling.

- ***Mission, enemy, terrain, troops & time available (METT):*** The phrase or acronym used to describe the factors that must be considered during the planning or execution of operations.

- ***Operational control:*** The authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks that are usually limited by function, time or location.

- ***Operational overlay:*** Transparent plastic sheet overlay on a map showing the location, size or scheme of maneuver of forces involved in an operation.

- ***Order:*** A communication, written, oral or by signal, that conveys instructions from a superior to a subordinate. In a sense, the terms ORDER and COMMAND are synonymous. However:
  --Order implies discretion lies with the subordinate as to details of the execution: "Complete the mission by 1700."
  --Command does not and leaves no discretion to the subordinate as to the details of execution: "Complete the mission with entire unit at Point Alpha by 1700, using only Highway 21 and traveling by personal vehicles at no more than 55 m.p.h." Some COMMANDS have prescribed methods for carrying them out, i.e., RIGHT... FACE!

- ***Physical security:*** The physical measures of security operations designed to safeguard personnel; to prevent unauthorized accesses to equipment, facilities, material and documents; and to safeguard them against espionage, sabotage, damage and theft. THIS IS ONE OF THE SCSG's PRIMARY MISSIONS.

- ***Pre-positioned supplies:*** Supplies located at or near the point of planned use or at other designated locations to reduce reaction time and to ensure ease of resupply.

- ***Prescribed load:*** The quantity of essential supplies and repair parts authorized by major commanders to be on hand in units. This load is continuously reconstituted as used.

- ***Quartering party:*** A group of unit representatives dispatched to a probably new location of operations to secure quarters or other accommodations (i.e., meals) prior to the arrival of the main body of the unit.
- ***Rally point:*** An easily identifiable point on the ground or map at which units can reassemble or reorganize if they become dispersed.
- ***Rate of march:*** The average number of miles to be traveled in a given period of time.
- ***Security:*** Measures taken by a military unit, an activity, or an installation to protect itself against all acts designed to, or that may, impair its effectiveness.
- ***Situation map:*** A map showing the tactical or administrative situation at a particular time.
- ***Staging area:*** A general locality, containing accommodations for troops, that is established for the concentration of troop units and transient personnel between movements over the lines of communication. Also referred to as the INTERMEDIATE staging area or intermediate staging base.
- ***Tactical operations center (TOC):*** The element within the main CP consisting of those staff activities involved in sustaining current operations and in planning future operations. Staff activities are functionally grouped into elements or cells.
- ***Task force:*** Based upon mission, a temporary grouping of units under one commander formed to carry out a specific operation or mission.
- ***Trains:*** The portion of the unit that carries your supplies, that provides the Combat Service Support for immediate response to the needs of the unit's forward elements.

The Operations Order

(FM 22-100, Army Leadership; FM 101-5, Staff Organization and Operations) **How to plan an operation or complete an assigned task:**

I. **Begin Planning;** Use 1/3 of the available time before action.

a. Estimate of the situation: Analyze your mission.

b. Plan your use of available time: Issue a warning order to your unit with at least 2/3 of the available time remaining to them.

c. Continue your estimate of the situation: Make plans accordingly.

d. Finish your preliminary plan.

II. **Arrange for the movement of your unit (where, when and how).**

. Recon and select your route.

a. Issue your movement order and Field Orders.

b. Coordinate with supporting and adjacent units.

III. **Supervise activities continuously through completion of the mission.**

The Five-Paragraph Field Order:

The Five-Paragraph Field Order is issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation.

I. **Situation.**

a. Enemy forces (or civilian organizations, in the sense that the SCSG unit may be preparing for crowd control, civil disturbance, or traffic control activity)

b. Friendly forces (or civilian organizations).

c. Attachments and Detachments.

II. **Mission.** Who, what, when, why and where (coordinates).

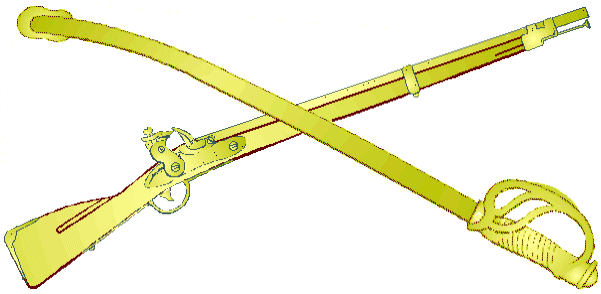
III. **Execution.** The concept of operation and how it is going be accomplished. Coordinating instructions.

IV. **Service Support.** Supply, Transportation, Medical Evacuation, Personnel.

V. **Command and Signal.** Radio frequencies and call signs, signals, challenge and password, code words, and the location of the commander.

The Fragmentary Order

The Fragmentary Order is an abbreviated form of an operations order used to make changes in missions to units and to inform them of changes of missions and situations. Example: "Be prepared to move out in 10 minutes... (FM 101-5, Staff Organization and Operations).



SC STATE GUARD LEADERSHIP

Military Leadership

Military Leadership is the art of influencing and directing others to an assigned goal in such a manner as to command their willing obedience, confidence, respect, and loyal cooperation.

Leadership is an art that can be learned and practiced by anyone who possesses the mental and physical ability and moral integrity expected of a commissioned or noncommissioned officer. The three prerequisites of leadership that are absolutely necessary as a foundation are intelligence, character, and initiative. The person possessing this foundation can develop within himself qualities which will make him a well rounded, self confident leader.

The very essence of leadership is its purpose. And the purpose of leadership is to accomplish a task or mission. That is what leadership does--and what it does is more important than what it is or how it works. THE PURPOSE OF LEADERSHIP IS TO ACCOMPLISH A TASK.

What all of this means is that there is no set of absolute rules or procedures, learned from experience, that will tell us exactly how State Guard leadership works or what State Guard leaders should do step by step. There are basic guidelines and tools. They are simple, plain and straightforward. They are experience and wisdom.

If you aspire to be a leader, you must know, practice, and live them. You must:

- **Know yourself and seek improvement.**
- **Be technically and tactically proficient.**
- **Seek responsibility and take responsibility for your actions.**
- **Make sound and timely decisions.**
- **Know your Guardsmen and look out for their welfare.**
- **Keep your troops informed.**
- **Develop a sense of responsibility in your subordinates.**
- **Ensure that your orders are understood, then supervise through accomplishment.**

- **Train your troops as a team.**
- **Train your subordinates, and your NCOs.**
- **Recruit new Guardsmen, and train them in the basic information and skills in the OTC Manual.**
- **Employ your unit in accordance with its capabilities.**

Whenever and wherever possible, a leader tries to balance so that the needs of the mission and the needs of the men are both met. But there are times, sometimes in peace, when the needs of both cannot be met. When leaders cannot balance, they must choose one over the other. In these situations a decision for the mission must come first, and the leader must make it.

What soldiers have a right to expect from their leaders:

- **Honest, just and fair treatment.**
- **Personal interest taken in them as individuals.**
- **Loyalty.**
- **The best in leadership.**
- **That their needs are anticipated and provided for.**
- **All of the comforts and privileges practicable.**
- **To be kept oriented and told the reason why.**
- **A well thought-out program of training, work and recreation.**
- **Clear-cut and positive decisions and orders which are not constantly changing.**
- **That their good work be recognized and publicized when appropriate.**

Core values of the State Guard:

To Instill values and appreciation of state guard heritage and traditions.

Over the years, many South Carolina State Guardsmen have served in defense of the beliefs and values that we Carolinians and others hold dear. The State Guard was built on the dedication of volunteer Guardsmen to maintain a standard of service that could be passed on to all of us who serve now.

There are moral and ethical guidelines for being a South Carolina Guardsman. Seven of these values are common to the Army and to the State Guard; their first letters refer to the word LEADERSHIP. They are:

L - LOYALTY - Bear true faith and allegiance to the Constitution, the State Guard, your unit, and other Guardsmen.

D - DUTY - Fulfill your obligations to the Guard, the Unit, and to other Guardsmen. Help them to fulfill their duty by doing yours and accomplishing your tasks for them.

R - RESPECT - Treat other people with the dignity and Respect they should be treated. Cooperate, support, appreciate the best in others you work and serve with.

S - SELFLESS - Be selfless in service to the nation, the state, your fellows and especially your subordinates. Dedicate yourself to teamwork and accomplishment of duty.

H - HONOR - Live up to moral and ethical values, and demonstrate them in your life and in leadership to others in society and the State Guard.

I - INTEGRITY - Do what is right to and for other people, and the State Guard. Do things morally straight and legally right, and teach others to do the same.

P - PERSONAL COURAGE - Face your fears, danger, and any adversity that comes your way, especially if they involve your duty to others of the State Guard. As an Officer, you should teach and instill the Values of L-D-R-S-H-I-P in all your subordinates.

Morale

The morale of a man or woman in a military organization comes from many factors. It may well be summed up in one word:*CONFIDENCE*. Confidence in his training, equipment, leadership, himself, in his unit and the part he plays in the "big picture."

A soldier that does well in his job should be recognized for it. So long as this is accomplished, there is a general feeling of confidence, well-being and progress in a military unit, and the report which states "morale is excellent" will be sound. (FM 22-100, Army Leadership).

Training

One of your duties as an officer will be in the field of instruction. You must attain the skills of presenting military instruction. You will be taught how to prepare to conduct training, provide input concerning the status of unit training, and how to evaluate the conduct of training.

TC 25-30, A Leader's Guide to Company Training Meetings, and MQS 1 No. 04-8951.00-0812 TSP provide basic information on conduct of training. Much of the information you can use to conduct the training is available in on-line Army manuals at the web site http://www.adtdl.army.mil/rtddltextv.html. During this course you will be required to prepare and present a class based on a military subject that will be selected for you.

The following statements are axioms in the art of military instruction; learn and exercise them.

- **Start off each period of military instruction with only two statements:**
    - **Tell your troops what they are going to learn and why.**
    - **Tell them why they need to know it.**
- **Good training starts with good training management--unless someone learns, you didn't teach.**

Safety, success and teamwork: THE BUDDY SYSTEM

The SC State Guard Buddy System provides every Guardsman an assigned buddy. Requirements to be a buddy:

- **Only same-gender soldiers will be buddies.**
- **Pair non-English-speaking guardsmen in a unit with English-speaking buddies who can assist in interpreting instructions.**
- **Pair guardsmen based on their strengths that can complement another's weaknesses.**

RESPONSIBILITIES OF A BUDDY

- **Look out after your buddy to be sure he isn't injured or stresses himself too much.**
- **Inform your buddy where you will be at all times.**
- **Pass on information that might affect your buddy.**
- **Discuss each day's training and the next day's activities.**
- **Lean on each other for problem solving.**
- **Encourage your buddy to successfully complete all training requirements, and exercise him on drills and information in this manual.**
- **Inspect your buddy; make sure he adheres to appearance and conduct standards.**

- **Inform your sergeant or platoon leader of any problems or status changes in your buddy.**
- **Never go anywhere without your buddy.**
- **Assist your buddy in living the State Guard core values.**

The TEAM

In the SCSG you will serve as a member of several TEAMs, that may be defined as "a group of individuals banded together along organizational lines for the purpose of accomplishing a certain goal." Cohesion is the "glue" that brings people together to make a team. It helps Guardsmen to develop and sustain their commitment and resolve to accomplish the unit's mission. Cohesion includes these elements:

- ***BONDING:*** **The development of strong interpersonal relationships among soldiers, and between them and their leaders.**
- ***COMMITMENT:*** **Dedication not only to the unit and what it represents, but to the values and goals of the nation as well.**
- ***RESOLVE:*** **The shared determination of soldiers and their leaders to work interdependently to accomplish the mission, and to sustain this capability over a long period of time.**

COHESION

Cohesion is dependent on several factors:

- **A common goal**
- **People working together.**
- **Effective communication in the team**
- **Mutual assistance, buddying, support**

The Guardsman's responsibilities to the unit or team:

- **Commit to the squad, platoon, company, or unit above yourself.**
- **Cooperate with your buddy and peers to accomplish unit or team goals.**
- **Adopt the standards and values of the unit or team for yourself.**

SEXUAL HARASSMENT

Clearly, the State Guard and the Second Brigade need women as Guardsmen. There cannot be teamwork, cohesion, ideas, and success in accomplishing missions if there is discrimination or harassment against individuals in the organization.

The SC State Guard's POLICY on Sexual Harassment is that sexual harassment is unacceptable conduct and will not be tolerated. Behaviors that Constitute Sexual Harassment:

- ***Verbal Comments:*** **Telling sexual jokes; using profanity, off-color sexual comments, or threats; or barking, growling, oinking, and whistling at passers-by.**
- ***Nonverbal Gestures:*** **Leering, ogling (giving the person "the eye" or "once over"), blowing kisses, licking lips, or winking.**
- ***Printed Material:*** **Distributing or posting sexually oriented notes, letters, faxes, or computer mail.**
- ***Physical Contact:*** **Touching, patting, hugging, pinching, grabbing, cornering, or kissing.**

Suggested Individual Actions to Deal with Sexual Harassment

If you become a victim of sexual harassment, you are encouraged do the following:

- **Keep a diary or daily journal.**
- **Talk with leaders or coworkers, enlist them as your Buddy in recording and reporting harassment.**
- **Use an intermediary spokesperson to talk to the harasser or your supervisors.**
- **Write dated warning letters or memoranda to the harasser, and keep copies.**
- **Confront the harasser with your buddy or witness.**
- **Report the harassment to the chain of command.**

Duties and Responsibilities of commissioned officers

If you are an officer:

- **You are accountable for mission accomplishment, unit mission readiness, and unit performance.**
- **You are responsible for the welfare of your subordinates.**
- **Establish and interpret policy, set standards, establish unit procedures and guidelines.**

- **Manage and allocate unit personnel and resources.**
- **Plan and provide provide resources for training, and supervise evaluation.**
- **Delegate authority to develop subordinates.**
- **Make proper use of the chain of command, providing accurate and timely two-way communication.**
- **Develop and see that your subordinates are trained.**
- **Support the noncommissioned officers.**

If you are an NCO:

- **You should be familiar with the duties, responsibilities and authority of NCOs and the interaction and relationship that takes place between NCOs and officers. See MQS 12 TSP/HO.**
- **You are accountable for your mission accomplishment, subordinates' mission readiness, and their performance.**
- **You are responsible for the welfare of your subordinates.**
- **Ensure your subordinates follow unit policy, standards, unit procedures and guidelines.**
- **Manage and allocate subordinate personnel and resources to tasks and the mission.**
- **Provide resources for training, conduct training and individual assessment.**
- **Delegate authority to develop your subordinates.**
- **Make proper use of the chain of command, providing accurate and timely two-way communication.**
- **Develop and see that your subordinates are trained.**
- **Support your junior noncommissioned officers.**

Important final words on leadership and some tips of the trade:

-- An organization does well only those things the boss checks.
-- There has never been a good Army without a good NCO corps.
-- When things go wrong in your command, start searching in increasingly larger circles around your own desk.
-- You must be able to underwrite the mistakes of your subordinates if you wish to develop their initiatives and experience.
-- There are no poor companies in the Army only poor company commanders.

-- Ten pats on the back for every kick in the butt is a very good ratio for the commander.
-- Trained commanders produce the best results under mission-type orders--which need only three things:

- **o What is to be accomplished.**
- **o The necessary coordinating factors.**
- **o What help subordinates can expect and how to get it.**

-- You owe it to your troops to require standards which are for their benefit, even though they may not be popular at the moment.
-- Learn to be a good, competent inspector.
-- A good unit attracts good soldiers.

SCSG SECURITY MISSIONS

As an officer or NCO of the SC State Guard, your primary missions will be in the following areas of security and disaster relief:

- Establish and man road blocks
- Secure structures
- Secure disaster areas
- Organize search missions
- Civil disturbance control
- Crowd and traffic control
- Fire fighting mission
- Staff or support a local government's Emergency Operations Center

These major areas of training will be addressed during your on-site training. (FM-19-10, Military Police Law and Order Operations)

SOLDIER LORE

These A through Z tips will help you and your men in the field--learn them and pass them on to your guardsmen.

A. Damp socks can be dried in cold weather by placing them in underarms between field jacket and shirt.
B. Heat Kiwi™-brand or Lincoln-brand shoe polish prior to applying to shoes or boots and then shine with cold water for a quicker shine.
C. Loose threads on fatigue uniforms can be removed by burning with a match or lighter instead of pulling off.
D. Use cigarette ash or toothpaste to polish brass when out of Brasso.
E. Mark all personal items with last name and first 4 digits of SSN.
F. When packing equipment, place like items in separate plastic bags. This will keep your equipment and supplies dry and handy when you need them.
G. Carry extra toilet paper or paper towels in a plastic bag between the webbing and top of helmet liner, or under your cap.
H. Rub the inside of your socks with soap prior to marches to prevent blisters.
I. Rub Vaseline into your soles before a march to lubricate feet and prevent blisters.
J. Carry extra socks on road marches. During breaks, remove boots, dry feet, apply foot powder and change socks.
K. On a long march, carry something in your mouth to promote salivation like gum or a small pebble.
L. Wear only one pair of socks at a time--two pair can actually cause blisters to form.
M. To avoid heat and cold injury in the field, use a buddy system. Each of you observe for signs of injury in the other.
N. To dispose of waste when on a march, dig a small "cat hole" one foot deep and cover it with soil.
O. If a canteen cup is used for heating liquids, coat the outside with soap before placing it in fire. This will aid in the cleaning off of soot and carbon deposits.
P. To aid in starting a fire, ignite a sugar packet under the kindling.
Q. To start a fire in wet wood, use heat tabs or insect repellent as fuel.
R. Take some parachute cord with you to use as a clothesline or emergency cord.

S. To keep snakes and scorpions out of your boots at night, turn them upside-down over to sticks in the ground.
T. If using a sleeping bag without a tent, place it under very low-hanging vegetation to prevent dew and condensation from forming on your bag.
U. For better sleeping and more time if you have to get up in a hurry, shave and bathe before bed.
V. The key to keeping warm in the cold weather is to wear the correct clothing in loose layers, and keep it clean and dry to avoid overheating.
W. Use folded manila folders to blouse your trousers.
X. Carry extra socks.
Y. Place boiling water in a canteen, and place that in a cloth wrapping into the foot of your sleeping bag.
Z. Reduce exposure to heat in the hot part of the day by planning work, road marches etc. for early morning or evening work if possible.

Your course requirements will be covered in an on site class.

Correspondence

As an officer or NCO you will be concerned with different types of military correspondence. You are to become familiar with **MQS-1 No. 03-0002.00-0001 TSP/HO** pamphlet *"Military Correspondence."*

Information/decision papers

You will occasionally be asked to write information (briefing) or decision papers, which provide information to your commanders and aid him in making decisions. See MQS 1 No. 03-002.00-0016 TSP/HO

How to write an after action report. MQS 1 No. 03-002.00-0016 TSP/HO.

How to plan unit meetings, conferences and briefings. MQS 1 No. 01-9191.00-0014 TSP.

How to write a Warning Order

Writing Information and Decision papers

INFORMATION PAPERS

a. Information papers are used to provide information not requiring decisions to the Command Group Information papers are also used for trip books for members of the Command Group, trip reports, and information to visiting dignitaries. Information papers present information in a clear, concise, and standardized format. The term "fact sheet" is synonymous with information paper. The format for information papers is below.

b. Information papers should not exceed two pages. Background and reference materials will be included as enclosures only when necessary to understand the paper or when specifically requested. Enclosures will be identified in the body of the paper.

c. When information papers are addressed to the CG, a "THRU Chief of Staff" address is added to the heading.

d. If information papers do not require coordination, it is mandatory to state "not required" in the "COORDINATION" paragraph.

e. If a staff principal does not concur with an action, the staff principal/deputy will provide a memorandum listing the reason for nonconcurrence to the initiating staff principal. The memorandum will be included in the information paper package forwarded to the Command Group. Staff principals preparing the response must address in the information paper that they have considered the nonconcurrence and how it affected their final response.

f. Information papers forwarded to the Command Group will not include copies of papers that each staff principal has signed indicating concurrence. The drafter will line through concur or nonconcur and write the date and names of the people with whom coordinated.

g. Either the staff principal or deputy will initial information papers to the Command Group prior to release and submission.

A Typical Information Paper Format

DECISION PAPERS

a. Decision papers are used to obtain approval, decision, or signature for actions from members of the Command Group. The format for decision papers is at figure 2-2.

b. Decision papers should not exceed two pages. If enclosures are included, they will be identified in the body of the decision paper.

c. When decision papers are addressed to the CG, a "THRU Chief of Staff" address is added to the heading d. If decision papers do not require coordination, it is mandatory to state "not required" in the "COORDINATION" paragraph.

e. If a staff principal does not concur with an action, the staff principal/deputy will provide a memorandum listing the reason for nonconcurrence to the initiating staff element. The memorandum will be included in the decision paper package forwarded to the Command Group. Staff principals preparing the response must address in the decision paper that they have considered the nonconcurrence and how it affected their final response.

f. Decision papers forwarded to the Command Group will not include copies of papers that each staff principal has signed indicating concurrence. The drafter will line through concur or nonconcur and write the date and names of the people with whom coordinated.

g. The initiating staff principal will inform coordinating staff principals of actions taken by the approving authority in response to decision papers.

h. Either the initiating staff principal or deputy will initial decision papers prior to release and submission to the Command Group.

A Typical Decision Paper Format

WRITING AN INFORMATION PAPER

Here is the format and content for an information or decision paper.

OFFICE
SYMBOL (MARKS NUMBER) **DATE**

THRU Chief of Staff

FOR Commanding General

SUBJECT:

1. FOR: Information

2. PURPOSE: (Briefly state the issue or problem being addressed)

3. BOTTOM LINE: (State if the project is on track or major problems are being addressed.)

4. ASSUMPTIONS:

a. (State assumptions (for example, it is assumed that current funding levels will remain constant)

b. (If there are no assumptions, state, "none.")

5. FACTS:

a. Background. (Provide a brief background of the issue or problem)

b. Facts. (Provide a brief description of the current status of the issue or problem)

6. IMPACT OF SUCCESS OR FAILURE: (State the impact of success or failure of the issue or problem upon the command. For example, if data pattern traffic is not removed from AUTODIN, we will be forced to continue spending $25 million per year on AUTODIN maintenance.)

7. COORDINATION: (If coordination is not required, state, "not required.") Draw a line through "concur" or "nonconcur", date, and write the name of the person with whom coordination was made.)

ACofS, G3 Concur Nonconcur Name and Date:

ACofS, G4 Concur Nonconcur Name and Date:

8. APPROVED _____ NEED MORE INFO _____ SEE ME _____

DRAFTED BY: Typed name/Position Title/Telephone

RELEASED BY: Typed name/Position Title/Telephone

WRITING A DECISION PAPER

Here is the content and style for a typical Decision Paper

OFFICE
SYMBOL (MARKS NUMBER) **DATE**

THRU Chief of Staff

FOR Commanding General

SUBJECT:

1. FOR: Decision

2. PURPOSE: (Briefly state the issue or problem being addressed.)

3. RECOMMENDATION: (What decision is wanted or required? Quantify dollars, manpower, and equipment, if involved. Clearly state desired decision.)

4. ASSUMPTIONS:

a. (State assumptions, i.e., it is assumed that current funding levels will remain constant.)

b. (If there are no assumptions, state, "none.")

5. FACTS:

a. Background. (Provide a brief background of the issue or problem.)

b. Facts. (Provide a brief description of the current status of the issue or problem.)

6. RATIONALE FOR RECOMMENDATION: (The assumptions, if any, and facts should support the recommendation in paragraph 2 .)

7. IMPACT OF SUCCESS OR FAILURE: (State the results of putting and not putting the recommendation into action.)

8. COORDINATION: (If coordination is not required, state, "not required.") (Draw a line through "concur" or "nonconcur", date and write the name of the person with whom coordination was made.)

ACofS, G3: Concur Nonconcur Name and Date:

ACofS, G4: Concur Nonconcur Name and Date:

9. APPROVED ___ DISAPPROVED ___ SEE ME ___

DRAFTED BY: Typed name/Position Title/Telephone

RELEASED BY: Typed name/Position Title/Telephone

OUTSIDE READING

You will be required to read MQS 1 Pamphlet, "Ethics and Professionalism" (No. PK-02-TSP/HO) as part of your basic professional development.

Much of the information you can use is available in on-line Army manuals at the web site http://www.adtdl.army.mil/rtddltextv.html.

THE SOLDIER'S CREED:

I am an American Soldier. I am a man/woman of the South Carolina State Guard--a protector of the greatest nation on earth. Because I am proud of the uniform I wear, I will always act in ways credible to the military service and the nation it is sworn to guard.

I am proud of my own organization. I will do all that I can to make it the finest unit of the SCSG. I will be loyal to those under whom I serve. I will do my full part to carry out orders and instructions given me or my unit.

As a soldier, I realize that I am a member of a time-honored profession--that I am doing my share to keep alive the principles of freedom for which my country stands. No matter what situation I am in, I will never do anything, for pleasure, profit, or personal safety, which will disgrace my uniform, my unit, or my country. I will use every means I have, even beyond the line of duty, to restrain my comrades from actions disgraceful to themselves and the uniform.

I am proud of my country and its flag. I will try to make the people of this nation proud of the service I represent, for I am an American Soldier.

THE FLAG OF THE UNITED STATES

OLD GLORY
I am the flag of the United States of America.
My name is Old Glory.
I fly atop the world's tallest buildings.
I stand watch in America's halls of justice.
I fly majestically over institutions of learning.
I stand guard with power in the world.
Look up and see me.
I stand for peace, honor, truth and justice.
I stand for freedom.
I am confident.
I am proud.
When I am flown with my fellow banners,
my head is a little higher,
my colors a little truer.
I bow to no one!
I am recognized all over the world.
I am saluted.
I am loved - I am revered.
I am respected - and I am feared.
I have fought in every battle of every war for more then 200 years.
I was flown at Valley Forge, Gettysburg, Shiloh and Appomattox.
I was there at San Juan Hill, the trenches of France,
in the Argonne Forest, Anzio, Rome and the beaches of Normandy,
Guam. Okinawa, Korea and KheSan, Saigon, Vietnam know me.

I was there.
I led my troops,
I was dirty, battle-worn and tired, but my soldiers cheered me.
And I was proud.
I have been burned, torn and trampled
on the streets of countries I have helped set free.
It does not hurt, for I am invincible.
I have been soiled upon, burned, torn and trampled
on the streets of my country.
And when it's by those whom I've served in battle- it hurts.
But I shall overcome - for I am strong.
I have slipped the bonds of Earth
and stood watch over the uncharted frontiers of space
from my vantage point on the moon.
I have borne silent witness to all of America's finest hours.
But my finest hours are yet to come.
When I am torn into strips and used as bandages
for my wounded comrades on the battlefield,
When I am flown at half-mast to honor my soldier,
Or when I lie in the trembling arms of a grieving parent
at the grave of their fallen son or daughter,
I am proud.
MY NAME IS OLD GLORY - LONG MAY I WAVE
DEAR GOD IN HEAVEN - LONG MAY I WAVE

THE FLAG

The flag is the symbol of our nation. The union, white stars on a field of blue, is the honor point of the flag, the right being the place of honor. The union of the flag, and the flag itself when in company with other flags is always given the honor position, i.e. the marching right, the flag's own right; or the observer's left facing the flag. If illuminated, it may be displayed at night during special events. Learn how to properly fold the flag (SH 21-25, p. 12). Your course requirements will be covered in an on-site class.

THE FLAG FOLDING CEREMONY

The flag folding ceremony described by the Uniformed Services is a dramatic and uplifting way to honor the flag on special days, like Memorial Day or Veterans Day, and is sometimes used at retirement ceremonies.

Here is a typical sequence of the reading:

(Begin reading as Honor Guard or Flag Detail is coming forward)

"The flag folding ceremony represents the same religious principles on which our country was originally founded. The portion of the flag denoting honor is the canton of blue containing the stars representing the states our veterans served in uniform. The canton field of blue dresses from left to right and is inverted when draped as a pall on a casket of a veteran who has served our country in uniform."

"In the Armed Forces of the United States, at the ceremony of retreat the flag is lowered, folded in a triangle fold and kept under watch throughout the night as a tribute to our nation's honored dead. The next morning it is brought out and, at the ceremony of reveille, run aloft as a symbol of our belief in the resurrection of the body."

(Wait for the Honor Guard or Flag Detail to unravel and fold the flag into a quarter fold--resume reading when Honor Guard is standing ready.)

"The first fold of our flag is a symbol of life."

"The second fold is a symbol of our belief in the eternal life."

"The third fold is made in honor and remembrance of the veteran departing our ranks who gave a portion of life for the defense of our country to attain a peace throughout the world."

"The fourth fold represents our weaker nature, for as American citizens trusting in God, it is to Him we turn in times of peace as well as in times of war for His divine guidance."

"The fifth fold is a tribute to our country, for in the words of Stephen Decatur, "Our country, in dealing with other countries, may she always be right; but it is still our country, right or wrong."

"The sixth fold is for where our hearts lie. It is with our heart that we pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation, under God, indivisible, with liberty and justice for all."

"The seventh fold is a tribute to our Armed Forces, for it is through the Armed Forces that we protect our country and our flag against all her enemies, whether they be found within or without the boundaries of our republic."

"The eighth fold is a tribute to the one who entered in to the valley of the shadow of death, that we might see the light of day, and to honor mother, for whom it flies on mother's day."

"The ninth fold is a tribute to womanhood; for it has been through their faith, love, loyalty and devotion that the character of the men and women who have made this country great have been molded."

"The tenth fold is a tribute to father, for he, too, has given his sons and daughters for the defense of our country since they were first born."

"The eleventh fold, in the eyes of a Hebrew citizen, represents the lower portion of the seal of King David and King Solomon, and glorifies, in their eyes, the God of Abraham, Isaac, and Jacob."

"The twelfth fold, in the eyes of a Christian citizen, represents an emblem of eternity and glorifies, in their eyes, God the Father, the Son, and Holy Ghost."

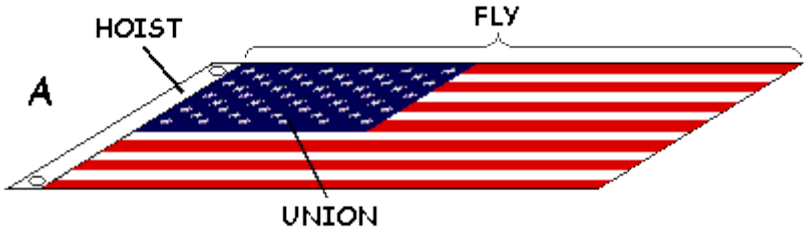
"When the flag is completely folded, the stars are uppermost, reminding us of our national motto, 'In God we Trust.' "

(Wait for the Honor Guard or Flag Detail to inspect the flag--after the inspection, resume reading.)

"After the flag is completely folded and tucked in, it takes on the appearance of a cocked hat, ever reminding us of the soldiers who served under General George Washington and the sailors and marines who served under Captain John Paul Jones who were followed by their comrades and shipmates in the Armed Forces of the United States, preserving for us the rights, privileges, and freedoms we enjoy today."

HOW TO FOLD THE COLORS

Step A: To fold the Flag, begin by holding it waist-high with one or more other persons so that its surface is parallel to the ground.



Step B: Fold the lower half of the Fly section lengthwise over the Field of stars, holding the bottom and top edges securely.

Step C: Fold the flag again lengthwise with the blue field on the outside.

Step D: Make a triangular fold by bringing the striped corner of the folded edge to meet the open (top) edge of the flag.

Step E: Turn the outer (end) point inward, parallel to the open edge, to form a second triangle.

Step F: The triangular folding is continued until the entire length of the flag is folded in this manner.

Step G: Continue folding until the field of stars is in a triangle and only the hoist is left exposed.

Step H: Tuck the hoist into a fold of the field. When the flag is completely folded, only a triangular blue field of stars should be visible.

How to Fold the Colors (2)

A

B

FLAG VIEWED FROM ABOVE

C OPENED SIDE

CLOSED SIDE

D

FOLD UP A TRIANGULAR FLAP

E

FOLD TRIANGULAR FLAP OVER

F

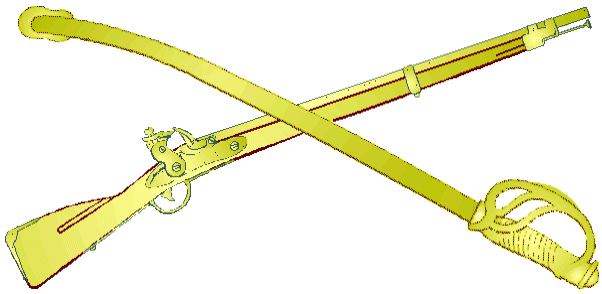
FOLD 5 MORE TIMES

1 SQUARE

1 TRIANGLE

G

FOLD 1 TRIANGLE FROM OTHER END



CODE OF AN OFFICER
OR NONCOMMISSIONED OFFICER.

I am an Officer of the South Carolina State Guard and I am proud of this fact. I recognize the rich heritage behind the corps of officers and NCOs, of which I am a part, that was built up by those who have marched before me in the Cherokee Wars, the Revolutionary War, the French Threat, the War of 1812, the Seminole War and the Mexican War; at Saratoga, Chapultepec, Gettysburg, the Meuse-Argonne, St. Lo and on the Naktong.

This rich heritage has been built on a code--the code of a leader. It is simple and easy to remember:

DUTY -- HONOR -- COUNTRY

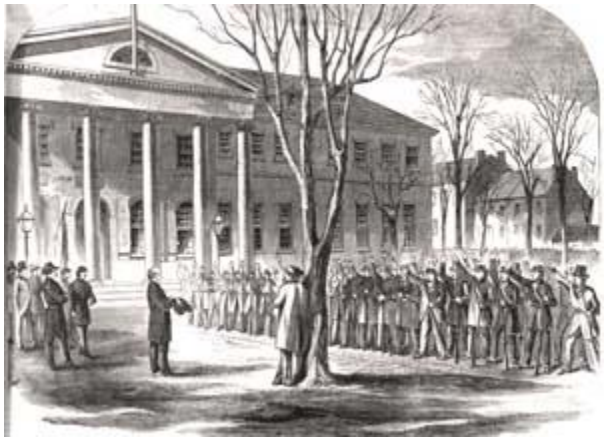
But it is not so simple to execute and requires a lifetime devoted to work, self-discipline and courage.

DUTY: *The word DUTY means to me that: When I am assigned a mission, I accomplish it thoroughly, efficiently and quickly. I accept all of my responsibilities even when not specifically assigned them. Within my field, I hold myself responsible to be aware of everything that occurs and to take positive action to correct or improve that which is merely possible. I do my job regardless of the danger to me personally.*

HONOR: *Honor means to me that: As a leader of the South Carolina State Guard my personal integrity is irreproachable. I will never degrade myself by lying, cheating or stealing. I hold myself personally and unequivocally responsible to ensure the preservation of the honor of the Officer and NCO Corps of the South Carolina State Guard.*

COUNTRY: *Country means to me that: In addition to being a Leader of the State Guard, I am an American citizen. I am an official representative of my country and my state and will so comport myself. I will endure any hardship, any sacrifice, for the welfare of these my United States.*

This is the code I will live by: DUTY -- HONOR -- COUNTRY. All of these I put above myself whatever the cost.



THE OATH OF OFFICE

I, first name, middle name, last name), having been appointed an (officer/NCO) in the State Guard of South Carolina, in the grade of (Rank), do solemnly swear or affirm that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter, so help me God.

DUTY

Duty is the sublimest word in our language.
Do your duty in all things. You cannot do more.
You should never wish to do less.

--General Robert E. Lee

MANUALS

Visit the
Army Manuals Site at http://www.adtdl.army.mil/rtddltextv.html

FM-19-10	Military Police Law and Order Operations
FM 21-11	First Aid
FM 21-26	Map Reading And Land Navigation
FM 21-60-2	Arm And Hand Signals
GM 22-6	Guard Duty
FM 22-100	Army Leadership
FM 101-5	Staff Organization And Operations
FM 101-5-1	Operational Terms And Graphics
TC 25-30	A Leader's Guide To Company Training Meetings

4726 Limerick Ave
San Diego CA 92117-3224